

Prices surge threatens peace for new pay accord

Indication of sharp rises in retail given by Department of Industry yesterday showing that wholesale prices rose by 3.2 per cent, equalling the record increase, in January, 1975. The reatens to stiffen union resistance to restraint.

Wholesale index rise best for two years

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Father Dunstan Myerscough, sole white survivor of the massacre, comforts black colleagues at the mission.

Rhodesians stunned by massacre of seven white missionaries

From Frederick Cleary Salisbury, Feb 7

Rhodesians of all races reacted with horror today to the news that seven white Roman Catholic missionaries have been murdered by guerrillas at a mission only 30 miles north of Salisbury.

According to a surviving eyewitness, two priests, a lay brother and four nuns were lined up by a gang on Sunday night at St Paul's mission, Musami, and gunned down. The seven dead were: Father Martin Thomas, aged 45; Father Christopher Sheppard-Smith, aged 34; Brother John Conway, aged 57; Sister Magdalena Christina Lavabosky, aged 42; Sister Cecilia Anna Silegher, aged 53; Sister Joseph Paulina Williams, aged 58; and Sister Epiphany Bertha Schneider, aged 73.

The massacre took place at about 10 pm when a gang of 12 guerrillas entered the mission. The African staff were ignored, only the whites were rounded up.

Father Dunstan Myerscough, who survived the shooting, told journalists today: "They gave no reason why they were doing this to us. One of the sisters asked them what they wanted and one replied: 'We want our country'."

The 12 guerrillas then argued as to who should do the killing. One came forward and

then withdrew and another did the same. Eventually three came forward and the others ran off.

"The three volunteers raised their guns and opened fire. As soon as it started, I threw myself to the ground. I don't know how long the burst lasted. I heard the guerrillas running away. I looked at the others on the ground and I knew there was nothing I could do for them."

Superintendent John Porter, the policeman in charge of the mission, said it was a miracle that Father Myerscough was not killed. "He was standing in the centre of the group, God knows why he was not hit. The police collected 11 shells from a machine gun and assault rifles."

Superintendent Porter said the killers were members of the Zimbabwe African National Union, under the alleged control of Mr Robert Mugabe, but he doubted if the gang had been under instruction to kill the white missionaries. "They seem to do their own thing," he said.

As the bodies of the missionaries were taken from the road and placed in a lorry bound for Salisbury, a black mission work screamed out: "My priest, my priest!"

Mr Patrick Chapuka, the Catholic African Archbishop of Salisbury, said on hearing of the killings: "The missionaries were taken from the road and placed in a lorry bound for Salisbury, a black mission work screamed out: 'My priest, my priest!'"

Poison dust in school near Seveso

Seveso, Feb 7.—Concentrations of dioxin 17 times higher than the medically tolerable limits have been found in a school near Seveso, a primary school near Seveso, it was reported today. The area had been officially described as "clean" after the poison cloud disaster in the region last July.

According to the Turin newspaper La Stampa, more and more children complain of skin rashes caused by exposure to the defoliant chemical which settled in a dust cloud over the town after an explosion at a chemical plant near by.

La Stampa said that 32 children at one elementary school were now affected. Twenty-five other children are already under medical observation.

The primary school where traces of dioxin were found had been used after the disaster as a first aid centre. The school would probably be closed.—Agence France-Presse.

Soviet cosmonauts likely to board space laboratory

Moscow, Feb 7.—The Soviet Union today launched two cosmonauts into orbit on board a spaceship which was expected to dock with the space laboratory Salyut 5 within the next two days.

The new craft, the Soyuz 24, blasted off from the Baikonur cosmodrome in Soviet Central Asia, Tass said.

The last manned Soviet mission, Soyuz 23, ended in failure. The spacecraft was unable to dock with Salyut, and its two-man crew made a hazardous return to Earth after only two days in orbit.

The Soyuz 21 crew spent 48 days on board the Salyut and Soviet press reports hinted that they ended their mission there because of the psychological stresses of long space flight.—Reuters.

Princess's airport visit off

An inter-union wrangle over a short stretch of road has wrecked plans for Princess Anne to open a £700,000 animal quarantine centre at Heathrow airport.

Because of the dispute, between rival groups of drivers employed by British Airways, Princess Anne has been advised not to attend tomorrow's ceremony. Buckingham Palace, in a brief statement, announcing a change of plans, said her place would be taken by Sir Robin Gillen, Lord Mayor of London.

Members of British Airways' apron service insist that, after delivering animals to the RSPCA here, they should come to do so to the new quarantine centre. But longer-haul drivers from the motor transport unit say the job is theirs because the route takes delivery men on to a short stretch of road, technically outside the airport.

The killings: "The missionaries were fine servants of the African people. I grieve for them, their relatives and the bereaved of the area where they worked."

"I condemn this evil act just as the Catholic bishops have repeatedly condemned all violent action that has taken place against the innocent in the course of the struggle now being waged in this country."

Maputo: The Patriotic Front accused the Rhodesian Army of killing the missionaries. A broadcast said: "The murders are the latest in a series carried out by the Rhodesian racist forces against the clergy in Zimbabwe (Rhodesia)."

"The Smith regime has every reason to eliminate the church leaders. They stay amongst the people. They see every day the atrocities that the fascists carry out on the struggling masses of Zimbabwe." The killings were believed to have been carried out by a Rhodesian unit called the Selous Scouts, it said.—Reuters.

Rome: A message to the Archbishop of Salisbury was despatched by Cardinal Villot, Secretary of State, expressing the Pope's grief. It said: "He denounces this detestable act of violence... and prays that a stable peace may reign in all the area affected by this atrocious deed."

Church's dilemma, page 8

Sir Harold replies to 'farrago of twisted facts', denies list was drawn up by Lady Falkender

By Michael Horsnell

A last-minute rumouring of Sir Harold Wilson's "Kitchen Cabinet" began yesterday as the former Prime Minister denied an allegation by Mr Joe Haines, his former press secretary, that Lady Falkender drew up the Resignation Honours list.

Evidence of acrimonious squabbles in the "Kitchen Cabinet", as the small group of advisers close to Sir Harold came to be known, emerged from different sources as Lady Falkender, his personal and private secretary, added to the controversy with sharp criticism of Mr Haines.

In his book, *The Politics of Power*, which is to be published next week, Mr Haines maintains that Lady Falkender drew up the honours list on her own lavender notepad and that many of the names and knights were her nominations.

Lady Falkender, formerly Mrs Marcia Williams, branded Mr Haines's claim yesterday as "wild and inaccurate" and criticised his behaviour during Sir Harold's prime ministerialship.

She referred to an occasion when Mr Haines had the "dubious distinction" of having a glass of whisky thrown over him by a colleague in Sir Harold's presence because of the "abusive language" he had used. She also referred to Mr Haines's breaking a telephone receiver.

Lady Falkender, who was made a life peeress in 1974 after working as Sir Harold's personal and political secretary since 1956, issued her statement on two pages of House of Commons notepaper with lines drawn through the embelish.

After spending 45 minutes at Lady Falkender's London home last night, Haines issued a statement dismissing the Haines revelation as "a farrago of twisted facts and alleged events".

But there was later confirmation of squabbles in the "Kitchen Cabinet" from Mr George

Caunt, another former aide of Sir Harold, who said that Lady Falkender had influenced previous honours lists.

Sir Harold, who resigned last March, was criticised by left-wing and other Labour MPs about his resignation list after weeks of speculation and rumour caused by a leak to *The Sunday Times* of some of the names.

In his statement Sir Harold said: "The statements printed in today's *Daily Mirror* (which is serializing Mr Haines's book) are a set of so-called revelations, most of those printed so far representing a farrago of twisted facts and alleged events that did not happen except in fevered imagination—obviously a dedicated hatchet job. I have never been accused of having a poor memory, and they did not occur."

The statements about the Resignation Honours list, and reproduced in other papers, are false. The facts are as I set them out in a press statement and two telephone interviews last June. The list was drawn up by me, apart from some names suggested by Transport House at my request, and written down by Lady Falkender. The names were written by me on a card in a notebook I always carry with me. The card still exists.

The reference in Joe Haines's book, serialised today, to lavender-coloured notepaper, is obviously based on indirect experience. I never saw any list which he added to the Transport House names for handing to the principal private secretary at number 10 as a resignation list. I later learnt some days after both Joe Haines and I had left number 10 that one page of this list was abstracted and sent to a national newspaper.

I was authoritatively told that, in addition, the typed document which formed the basis for the main story in a Sunday newspaper was itself prepared two days after we had left Downing Street. Joe Haines could not have known of this since, presumably, he had no continuing contact in number 10. The list was mine and at all times prepared by me. It is true that from time to time, though not on this occasion, I invited suggestions from a number of people at number 10. Over the years Joe Haines suggested far more names for inclusion in a resignation list than Lady Falkender.

The remarkable thing is the timing. Most of the alleged number 10 incidents occurred in the 1960s. No attempt was made to write a book in the three and a half years we were in opposition. Shortly after Easter the man in question told me he had heard rumours of the forthcoming book and said that if this was true it would point a degree of disloyalty he would not care to have in his organization.

If Joe wanted a peg on which to criticise me, he could have done it more simply and briefly. I have more than once said I have made two or three appointments which turned out to be a waste of time. In the case of Joe Haines, I loyally backed him when he was under attack by pressmen, sometimes with a degree of over-zeal. The charge of expecting a corresponding loyalty in return is one I accept.

Continued on page 2, col 2

Rare porcelain sale may total £750,000

By Geraldine Norman

Sale Room Correspondent

Few collectors are in a position to raise £750,000 by slimming down their porcelain collection but that is Christie's rough estimate for a sale of superb European porcelain which it announced yesterday.

The sale, to take place on Monday, March 28, is billed as the first of a two-part dispersal on behalf of "a noted European collector". It is believed to be a Rothschild collection but the source was a closely guarded secret yesterday.

The great strength of the sale lies among the German factories with many unique and rare items. The greatest interest will unquestionably be generated by the set of 16 Nymphenburg Italian comedy figures decorated in colours, the only known complete set in existence. No German museum has all of them, though Munich and Berlin come close to it; competition for the real rarities is likely to be intense and an average price of about £20,000 a figure is expected. The pair of figures and Harlequin and Lallage were acquired at auction back in 1954 for £11,130.

The collection is extraordinarily rich in pieces made for the Prussian monarch whose enthusiasm brought the Meissen factory into existence, and carrying the Augustus Rex mark. The sale includes more superbly decorated vases of this mark than have appeared at auction in toto in London over the past 10 years.

It includes the only known set of plates with the genuine marks. There is a superb Meissen table fountain and basin, the fountain modelled by the great J. G. Kirchner and the basin decorated by Herold; only one other complete set is known. Striking version is a jug, painted by Herold, Meissen's most distinguished decorator, for his father-in-law. The sale includes 174 lots.

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to calm

Roll Bill

ent has "no in- g back on his introduces legis- elections to Parliament during session, Mr of State at the told the night.

debate on the has divided sides of the red MPs that would also its other com- its best ende- the first elec- June, 1978.

did little to ves' fears that Labour ranks the Govern- could be unwise Bill at present ill be brought in the session e no chance of statute book in target date for

GEC joining £1.5m plan for Meriden rescue

The Meriden motor cycle cooperative is to get a £1.5m cash injection, with GEC putting up £1m and the Government the rest. GEC will take over the cooperative's stock of completed motor cycles until they are sold, and will provide some technical, management and marketing expertise. The Government's contribution will be used to buy the worldwide marketing rights.

Norton Villiers Triumph Page 19

'Torture' admitted

In a submission to the European Court of Human Rights Britain admitted publicly that interrogation techniques used in Northern Ireland more than five years ago amounted to torture and inhuman treatment in breach of the European Convention on Human Rights.

India frees detainee The Indian Government released Mr Raj Narain, the Socialist leader detained since June, 1975, who two years ago challenged in a court action the election to Parliament of Mrs Gandhi, the Prime Minister. Page 8

Doctors divided on vaccine risk

A Commons statement on whooping cough vaccine is not expected to silence critics who maintain that vaccination in the first or second year of life may lead to acute illness, causing brain damage and severe mental and physical handicap. Doctors are divided about the vaccine's safety.

Army role in Spain

Lieutenant-General Gutierrez Mellado, the Spanish Deputy Prime Minister for Defence, said in Seville that the Army was ready to help the police in stamping out terrorism. He has received a message from the kidnapped Lieutenant-General Villacampa. Page 7

No TV fee warning

There is to be no early warning of increases in television licence fees. Licences are expected to rise this year, possibly in April. The new procedure is to eliminate the taking out of overlapping licences at the cheaper rate. Page 4

Embittered managers

Managers in British industry are "embittered, demoralized and demotivated", according to a survey by Opinion Research Centre. The report says high taxation, narrowing differentials, the wage freeze and inflation have combined to "undermine managers' authority and enthusiasm". Page 19

Laureate's reply: Sir John Betjeman

upset by criticism of his jubilee hymn, says hymns for singing should not be judged as poems. 2

Death penalty: Two-thirds of Americans

polled are now in favour of capital punishment. 8

Leaders page 17

Letters: On the future of Mentmore, from Mr James Lees-Milne, and others; on curbing the bombers, from Lieutenant Colonel S. S. Sayer. Leading articles: European elections; East African tension. Features, pages 9 and 16.

Bernard Levin on Penguin Classics; Professor Richard Rose on the proposed devolution referendum; Katie Stewart's cookery; Shopping by Robin Young. Arts, page 13.

Paul Overy on London art exhibitions; Kenneth Loveland on Barrio's new cello concerto in Basel; other concert notices by William Mann, Stanley Sadie and Joan Chissell. Obituaries, page 13.

Mr Justice Cobb; Dr Cuthbert Dukes. Sport, pages 10 and 11. Football: England call in Madeley; Rugby Union: England selectors give Rafter time to prove fitness; Cricket: Miller advances Test claim; Racism. Business News, pages 12, 25-26. Stock markets: The wholesale prices index worried equities and the FT index closed 6.3 lower at 337.5.

Financial Editor: Racially transatlantic poker game; Contrasting views on investment trusts. Business features: Peter Norman on West Germany's 1977 economic prospects; further stimulation of its economy despite an inflation rate of only 4 per cent. Business Diary: Helping wives who have to set up home overseas.

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Equity in benefit rates would cost too much

Nearly blind man got jobs as doctor

Resignation ruled out by adviser to immigrants

Nine members representing immigrant organizations on the council said in a statement yesterday that they had full confidence in him. Mr. Ennals said that although the membership of the council was 21 the nine would represent a majority of the normal voting strength. This opposition was made known their views at a meeting last week when they had before them a report of an inquiry into this running of the service. It was decided to investigate one issue further.

Mr. Ennals said yesterday: "This council was not considered again by the executive in about two weeks. In the meantime I have no intention of resigning. Why should I?"

Benefit rates too much

The cost of giving unemployed men the long-term rate of supplementary benefit after two years would be only £12m at present benefit rates. It would cost only £9m to give one-parent families the long-term rate after one year.

Farmers' claim against milk board fails

interest. It decided that the board was innocent of "any wrongful act or omission" and that the two-price arrangement was only against the interests of those farmers who were unable to obtain premium contracts.

At the midway stage of the bridge trials being held in London to determine the teams representing the British Commonwealth and junior E.C. championships at Ostend in April the following pairs were leading after play on Saturday and Sunday (our Bridge Correspondent writes):

Women: Equi 1. Mrs S. L. Carrington, 45 victory points; 2. Mrs G. Newton, 38 victory points; 3. Mrs J. M. Carrington, 35 victory points; 4. Mrs J. M. Carrington, 35 victory points.

Junior: 1. D. J. Greenwood, 58 victory points; 2. R. J. J. Niblett, 56 victory points; 3. Dr. R. J. A. Sutland, 54 victory points; 4. A. R. Forrester, 50 victory points.

Inner city where nearly half of all households lack a wage earner

among the highest in the country, it was seen by central government as a place that could take care of itself; so much so that it was one of the few areas outside the South-east where controls were placed on further industrial development.

Temple Bar meeting: Mr C. J. ... a Chicago lawyer, with Sir ... ton, a trustee of the Temple Bar ... inside Temple Bar at Th ... Hertfordshire, yesterday. M ... man of the American Trust f ...

First World War, when the lace trade, on which the city's fortunes had been founded, collapsed. The effects were cushioned by the advent and growth of large new companies such as Boots, Players and Bournville. The town also

Charles A. Bane, Edward Single-ple Bar Trust, Leopold's Park, Mr Bane, chair-Or Temple Bar, hopes to raise required to be hoped that the to span the the Strand, with Paul's Cathedral

It is unusual in that most such "town schemes" are in small historic towns and cities such as Chester or Newark, where the emphasis is on

use much of the £500,000 to restore it to London. It is the gateway, erected in 1672 at the junction of Fleet Street and will be moved to a site near St Paul.

received, they say. But they add that the Government seems determined to keep a firm hold on the purse strings and to prevent local authorities from spending even the limited money available in the

signed by his private secretary, saying that Mr Powell, MP for Rown, South, "regrets he is not able to offer a personal interview".

LOOK at laws

Church is arts centre

A redundant church, St Andrew's, Gravesend, Kent, has been leased by Gravesend Borough Council to the local arts council for plays, recitals and exhibitions.

Yard called in
Scotland Yard has been called in to lead the hunt for the killer of Heidi Reddin, the schoolgirl from Downham Market, Norfolk, found dead nine-days ago.

Dead woman named

A woman found dead with stab wounds on playing fields near Roundhay Park, Leeds, on Sunday was named yesterday as Mrs Irene Richardson, aged 28.

Humberside rate up

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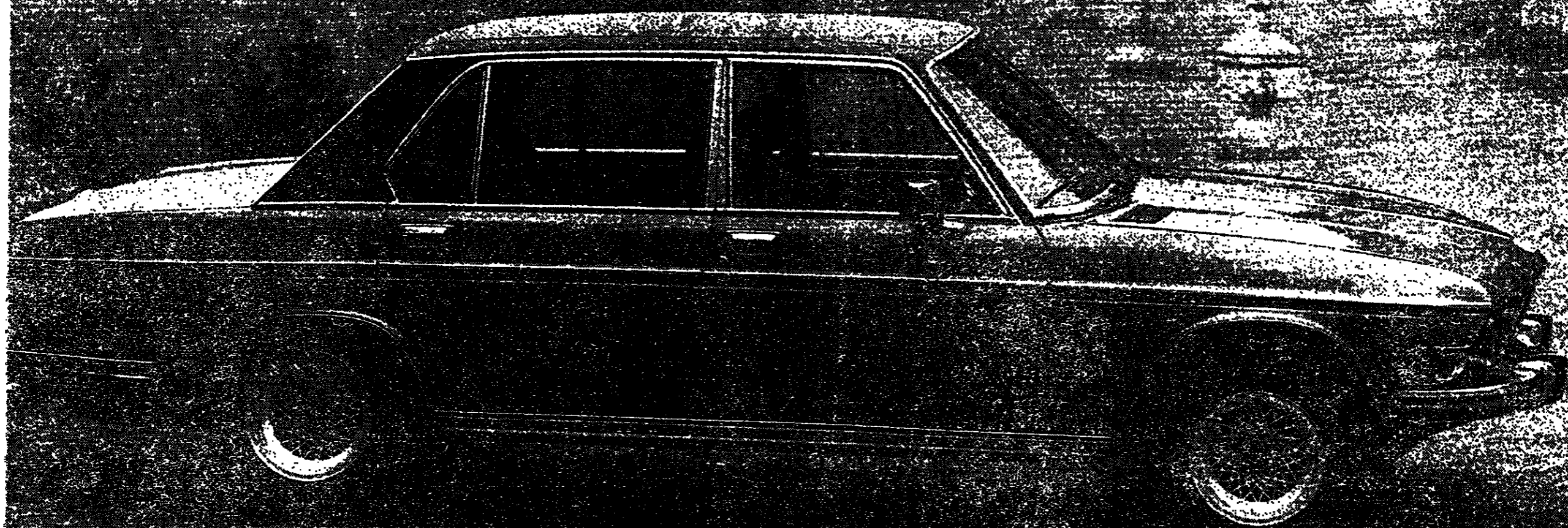
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Leigh on Sea (0702) 73144
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Motors Co. Ltd.
Halestead (078-74) 202/2137
J.P. Jackson (Essex)
Collier Row, Rainford (07) 6961
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Great Dunmow (071) 2864
GLOUCE
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Gloucester (0452) 23456/7
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Mordun-on-Avon (0609) 30273
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Anderson Motors Limited
Stockport (061-483) 6271
Ian Anthony (Sales) Limited
Bury (061-74) 4221
Newlands Motors Co. (Bolton)
Bolton (0204) 387221
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Manchester (01-632) 5787/8
HANTS
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Prestfield, Near Petersfield
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Scunthorpe (0726) 64251
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London SW3 (0-332) 37678/9
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Rushy Manor, Exeter
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WILLIAMS MOIRE
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Liverpool (03-287) 7203
NORFOLK
R. E. Jones & Sons Limited
Norwich (0693) 24671
Seacombe Motors Limited
Southampton (0453) 4256
NORTHANTS
Wentley Motors Limited
Wollaton (053-369) 523
NORTHERN IRELAND
Clayton Garage Limited
Staphyre, Carrisage
(043-472) 261
John Kinnear & Sons Ltd.,
Colin Kinnear & Sons
Colindale 2146/7/8
NOTTS
R. E. Jones & Sons Limited
Macclesfield, (0629) 65332
OXON
W. E. Jones & Sons Limited
Farnborough (0187) 2064
North Oxford Garage Limited
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Banbury (0225) 5089
S. A. Bennett & Son Limited
Oxford (0861) 2413
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(Bridgford) Ltd.
Bridgford (0742) 4345
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Stamford (0745) 3250
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Longfords Garage
Chesham, Near Bridgford
(0278-45) 2233
Seamless Motors Limited
Doncaster (01924) 5720
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Preston, Stoke-on-Trent
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Hartford Autos (Stafford) Ltd.
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Hartford Autos (Surrey) Ltd.
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Langley Motors of Thames Valley
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W. Skelley & Sons Limited
West Croydon (01-688) 0736/034
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Egham (03-38) 6222
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Brighton (0273) 69522/69548
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Sunderland (0191) 571722
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E. J. Dons Motors Limited
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Colman's Garage
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Figure 1. The effect of the concentration of the *Agrobacterium* suspension on the transformation efficiency of *Agrobacterium* strains. The *Agrobacterium* strains were grown in the YEA medium for 24 h at 28°C. The cell concentration of the strains was adjusted to 1.0 × 10⁸ cells/ml. The cell suspension was mixed with the plant tissue and the transformation efficiency was determined. The results were expressed as the mean ± SD of three independent experiments. The asterisk indicates a significant difference (*P* < 0.05) between the strains.

1

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out a thoroughbred. Style and a
use of purpose that's never overtly
pressed, because there's no need
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Great power elegantly under-
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Unfortunately there's no substitute
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Engine: 3.0 litre, six cylinder,
producing 160bhp at 6000rpm.
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25mpg (28mpg at constant 62mph).
Prices: BMW 2500 £7629.00,
BMW 3.0Si £9179.00, BMW 3.0LA

£9509.00, BMW 3.23i £11999.00.
Prices correct at time of going to
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EUROPE

Ion asks Moscow negotiate pact with Nine

should Government, act- EEC, yesterday to begin negotia- in Brussels for a pact on fishing EC and Soviet added over at the ce in London, Soviet Union for last week that it to negotiate fish- t, the Russians to recognize the mission as a ne- y. But Moscow to accept that g for the EEC in s as president of Ministers. approach was dis- in the day by re- of the Nine in ough under pres- Soviet Union to ally, the British s refused to do not thought wise o insist that the ould negotiate he Commission, erland, a Foreign creary, said the ask for the Nine Soviet Union to orary licences to z in EEC waters , when the agree- negotiated in id came into e for Russia's dired yesterday, oposing to allow 17 Soviet vessels, an 17 fishing at The Polish and overments sup- est information is last week. ministers of the r Crosland as he Council of decide at their ssels today on- about Moscow's a with the tem- system. an all Soviet kely, given the

g the French of the boom intelligible

to waging war- sion of French Pseudo-English ch Government- g on making o rather legal ible to the iman. d problem. In ronner, Keeper wrote to chief tors about the c language in s and decisions, o make the lan- courts reflect the spoken quaters of a a Minister of a similar circ- little success. ommission was are ago to study on of legal lan- w, and ordinary chieved a little t, according to uffait, the hon- blic prosecutor : Cassation, the of appeal in member of the e of the Euro- es. ined with the ll branches of ssion, a modifi- al documents s first in civil year, in penal

close on m

eb 7—A Scas- DC9 about to a international me within 50ft, her airliner on yesterday. i a scheduled ndon with 44 t. Five crew, went round for g, this time . There was a sengers in the communications a special com- to investigate Its main task rmine how an point of land- ing off could the same run- Agence France-

apparent willingness to negotiate on an agreement. This threat remains, but a few more days grace may be given. Michael Eoransby writes from Brussels: The main fishing issue within the Community itself is the need for a new arrangement between member states about fishing in each others' waters. The current standstill, which sets the January, 1976, catch as the maximum level, expires to day. But it may be extended for a week to enable agriculture ministers to discuss the issue when they meet on February 14 and 15. Should there be no agreement by then, both Britain and Ireland could take their long-threatened unilateral measures to protect and conserve fish stocks in their sectors. The British and Irish are pressing for a radical revision of the EEC's fisheries policy to take account of the new 200-mile limit. The two countries have a special interest in this revision because about 80 per cent of fish stocks in the EEC's 200-mile zone are within their sectors. They consider the present policy, with its emphasis on free access for all EEC fishermen to Community waters, unacceptable. Alternative proposals for a regulated share of catch quotas have so far failed to satisfy them. Before the ministers today will be a series of reworked Commission proposals for fish stock conservation, which include several restrictions, in some cases a ban, on the fishing of species such as herring, haddock, whiting and Norwegian pout. Boat sizes and the types of net carried would also be strictly regulated. These proposals are roughly on the lines of those emanating from the British Government, though in some important respects less rigorous. But other members consider them too restrictive.

cases, that rid them of jargon incomprehensible to most clients. Finally, at the end of this month, a ministerial circular is to be published in the official gazette on the drafting of court decisions. A further reform in the next few months will be the abandoning of legal Latin, and what M Touffait calls the storming of the fortress of notarial acts, deeds and conveyances. "It does not always work smoothly," M Touffait told a press conference. "Lawyers and notaries' chambers must get used to the new forms. And then there is the large stack of printed forms to use up." He quoted some of the more picturesque archaisms like bailiffs' exploits, or summonses, which for some people have a flavour of sporting achievements. "The French litigant was no longer resigned, he said, he wanted to know what was happening to him in a court of law and why he had lost his suit. But the commission had to steer between two shoals: extreme laxness, which would deprive legal language of juridical precision; and extreme linguistic conservatism, which made some members of the legal profession cling to esoteric language as a hallmark of their membership of a cloistered elite.

Drastic changes in press planned for Portugal

From Our Correspondent Lisbon, Feb 7 A total transformation of the Portuguese press is in view, according to Dr Manuel Alegre, Minister of Social Communication. Radio and television will also undergo changes. Speaking on television last night, he accused the Portuguese press of mismanagement, inefficiency, dependence on outside aid, intermittent political manipulation, overstaffing, rising overheads and falling revenue. He is suspending one of the country's tradition daily newspapers, *Diário da Manhã*, and 90 days pending total transformation. The reason he gave was

dors seek licence to kill bulls

7.—Portuguese ley asked the let them kill privilege denied years. Union of Port- rers said in a hat it could see tion to killing oduction of the rrida would in- es and would both for mat- ing the present ng the animal arena and kill- an abattoir, it no immediate hor Rogerio de ral director of received the- me observers ng of bulls may of the country's year. unique among

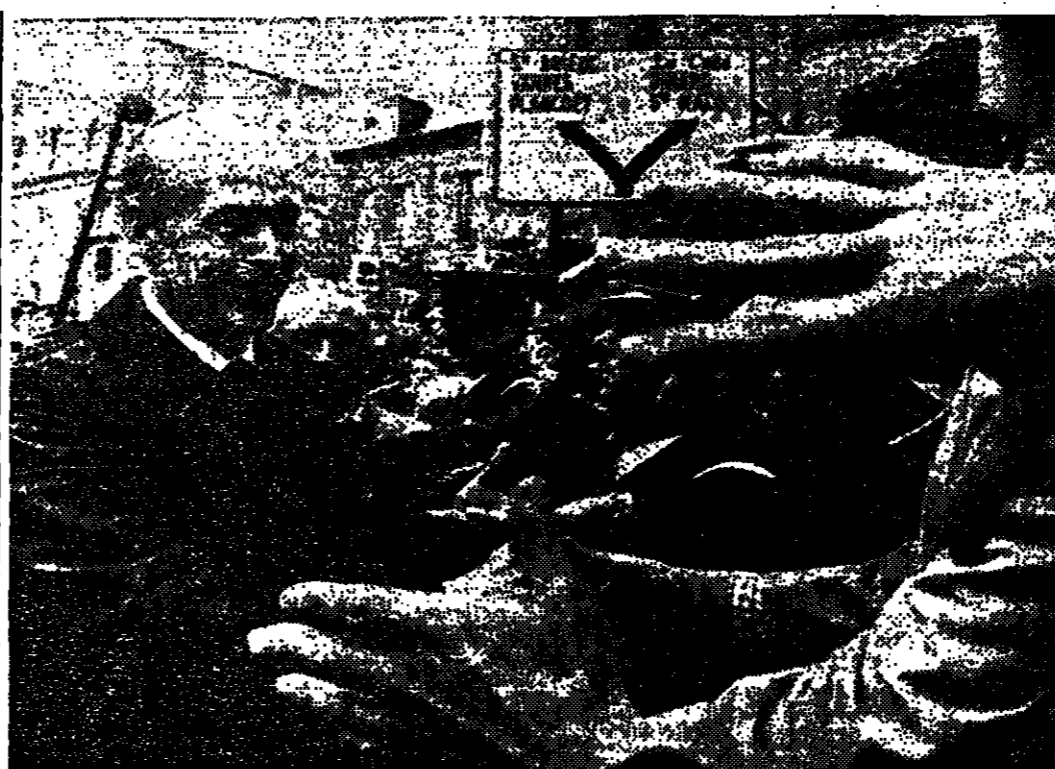
bullfighting nations in forbid- ding the matador's final sword thrust. The Marques de Pombal, who rebuilt Lisbon from a 1755 earthquake, banned killing after the son of a famous vative Roman Catholic bishops supported the ban in the nineteenth century. Killing returned experimentally in the 1920s, the last period of democracy in Portu- gal before 1976, but inept bull- fighters shed so much of their own and their horses' blood that spectators objected. The legal ban was restored in 1928 under the late dictator Antonio Salazar. The few matadors who occasionally violated the ban were fined and banned. The country's 17 matadors have launched a two-part cam- paign in the courts and through official channels. "It means something to me as a

Relations between two Germanies worsen

From Gretel Spitzer Berlin, Feb 7 More than 250 West Berliners and 133 West Germans refused entry into East Berlin or East Germany last night have filed complaints against the East German authorities for violating the 1971 accord on inter-state visits. The total of 384 complaints mentioned at today's meeting of the Committee for Federal and all-Berlin Affairs of the West Berlin Senate is considerably higher than the previous annual average. Out of the 251 West Berliners refused entry, 191 had moved legally from East Germany to the West; 49 had allegedly broken East German laws and in 11 cases no reasons were given. Also discussed during the meeting was East Germany's intention to add a ninth district to the present eight of East Berlin. The meeting was told that this would break the "Land protocol", which provides for 20 districts for Greater Berlin, 12 in the west and eight in the east. The discontinuation of the East Berlin legal gazette was seen as one more East German attempt to change the four-power status of the city. Despite statements by officials of both German states that the policy of non-interference to continue, relations between the two Germanies have continued to deteriorate. Intra-German relations are much discussed in West Germany at present. Remarks by Herr Günter Gaus, the head of the West German mission in East Berlin, that Dr Michael Kohl, the head of the East German mission in Bonn, was responsible for the imprisonment of Social Democrats in East Germany after the Second World War have heightened the tension. The broaching of this subject in an interview with Der Spiegel has embarrassed Bonn but there has been no official reaction to the allegation that Dr Kohl had betrayed Social Democrats to the NKVD, the Soviet secret police of Stalin's time. As the official representative of East Germany in Bonn he has now tried to establish contact with SPD headquarters. Herr Gaus has also been under heavy fire from all sides for his remarks about the issue of German nationality which cannot be solved in the present negotiations. The West German constitution and the verdict of the Constitutional Court in Karlsruhe make it impossible to accede to the East German desire to establish separate East and West German nationalities. But the burden of what Herr Gaus had to say in the interview was that a better modus vivendi with East Germany could be achieved if some working rules were established to avoid fresh political confrontations over the nationality issue. At the request of the Opposition the matter will be discussed in the Bundestag.

Frogmen rescue potholers

Geislingen, Feb 7.—West German frogmen tonight rescued four young potholers trapped for more than two days in a flooded cave in the Alps. They swam through an under- ground torrent with fresh oxygen cylinders for the explorers, who had huddled on ledges since floodwaters blocked their way out through an 80-yard tunnel. The potholers are being treated in hospital for exposure.—Reuter.



Hands outstretched from behind a wall of policemen greet the President in Dinan.

M Giscard d'Estaing tries to refurbish his national image on tour of Brittany

Dinan, Feb 7.—President Giscard d'Estaing ran into a left-wing demonstration today at the start of a two-day tour of Brittany intended to reinforce his increasingly vulnerable position as the French national leader. A clash between police and about 200 demonstrators came soon after his arrival at this ancient town. But calm was quickly restored and no arrests or serious injuries were reported. The visit is the first of a series of provincial trips by the President this year to improve his image in preparation for the general election 13 months away. The short but hectic demon-

stration against his Govern- ment's anti-inflation plan underlines problems that M Giscard d'Estaing faces in asserting his authority before the municipal elections next month. The threat comes not only from the Socialist-Communist alliance, forecast by opinion polls to make important advances in the forthcoming elections, but also from the Gaullist leader, M Jacques Chirac, who is challenging the President's election tactics. M Giscard d'Estaing today dropped his usual reserve about crowd contact and happily grabbed the outstretched hands of hundreds of sup- porters lining police barriers at Dinan.

Non-violent resentment about the economic situation remains fairly widespread in Brittany, an agricultural province where unemployment is higher than the national average and industrialization has lagged. Alluding to this resentment, M Giscard d'Estaing assured the Brittany regional council in Dinan that state investment in new industries and telecom- munications was beginning to transform the province. "Brit- tany is no longer isolated from the rest of France", he declared. B-passing big towns, the President flew from here by helicopter to the Channel ferry port of Roscoff before spend- ing the night at Quimper.—Reuter.

Spanish Army 'ready to stamp out violence'

Seville, Feb 7.—Lieutenant-General Manuel Gutiérrez Mellado, the Deputy Prime Minister in charge of Defence, said today that the armed forces were ready to help the police stamp out political violence in Spain. He told troops and officers in Seville that Señor Suárez, the Prime Minister, had already made clear that violence would not shake the Government's resolve to lead Spain to democracy. "The sorrow of Spain, the sacrifice and abnegation of the forces of public order—which the Army supports morally and, if necessary, materially—and the firm message of the Prime Minister are guarantees that Spain will continue its march towards the future it deserves," the general said. His visit to the southern command came after signs of discontent in the armed forces. The general advised the mili- tary not to listen to defectors and "those who with excessive political passion fired by destruc- tive propaganda gravely damage our unity and confi- dence in our superiors. May the deaths that have occurred serve to unite us in burying violence." He called on the armed forces to remain loyal to King Juan Carlos and the Government. Our Madrid Correspondent writes: A bomb interrupted the opening performance in Bar- celona of a play written by a leftist, but later the perform- ance was resumed. The explosion occurred on Saturday night in the entrance hall of the Villarroel theatre club, about half an hour after the curtain went up on Señor Alfonso Sastre's new work, *Ashes and Blood*. The entrance hall and the bar were damaged but nobody was injured. The audience applauded as the per- formance was resumed after the smoke had cleared. An anonymous telephone call to the Barcelona newspaper *Mundo Diario* gave warning of the explosion almost at the same time as the bomb went off. The caller claimed responsi-

bility for the right-wing Apo- stolic Anticomunist Alliance (AAA). Señor Sastre returned to Spain over the weekend after being expelled from France. His wife, Eva Forest, has been in prison for nearly two and a half years awaiting trial in con- nection with a terrorist bombing of a cafeteria opposite Madrid's police headquarters in which 13 people were killed. The Madrid evening news- paper *Informaciones* reported today that General Gutiérrez Mellado had received a hand- written letter from Lieutenant-General Emilio Villaseca, the kidnapped chairman of the joint chiefs of staff. In a possibly related report, it was learnt here today that there have been three recent sabotage attempts at the air and naval base used by the United States Navy at Rota in south- west Spain. According to *Informaciones*, the United States Central Intel- ligence Agency suspects that the so-called First of October Antifascist Resistance Groups (Grapo), which are holding Señor Antonio María de Oriol, the president of Council of State, and General Villaseca, were involved. Madrid, Feb 7.—A Grapo spokesman said here today that Señor de Oriol would be freed, agreed only if the Government agreed to the ransom demands of his kidnappers. Grapo has demanded the release of all political prisoners as ransom. The Grapo spokesman was interviewed by the newspaper *Gaceta Roja*, the organ of the Reconstructed Spanish Com- munist Party. He said: "We have taken all necessary measures to stop anyone being able to recover Señor María de Oriol alive except by exchanging him for other prisoners." Spain is about to establish diplomatic relations with the Soviet Union, a government source said today. An official announcement was expected after Cabinet approval, possibly tomorrow.—Agence France-Presse and AP.

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OVERSEAS

Missionaries' murder sharpens dilemma of Church in Africa

From Ray Kennedy
Johannesburg, Feb 7

The feeling of outrage that swept through southern Africa today after the murder in Rhodesia of two Roman Catholic priests, a lay brother and four nuns has seriously complicated the decisions the Catholic bishops' conference, meeting in Pretoria, is due to take this week.

The conference is due to consider a statement on the murder, a leading theologian urging it to give its full support to the individual's right to claim conscientious objection to service in the armed forces.

If the bishops back the proposal, as they are expected to do, the most hostile reaction from the South African Government can be expected, as well as from the Catholic right wing.

On another issue, that of the recent opening of Catholic schools to children of all races in defiance of the Government's policy of educational segregation, it is known that the authorities are working urgently on draft legislation to enforce the law.

The conference issued a brief statement on the Rhodesia murders. It said: "The bishops condemn the murders and the violence against the Church, the Jesuit order and Dominican sisters and also extend their prayers for the families of the deceased."

The bishops reiterate their concern and express their concern at the escalation of violence and pray for a speedy resolution to the Rhodesian question."

The bishops support the black cause in Southern Africa, but reject violence as a means of achieving it. A report, prepared for the youth department by Father Albert Nolan, one of the South African Church's leading theologians, says how the Church can side with the South African forces in the "violent oppression" of the 80 per cent majority of its members who are black.

It calls for a "practical, pastoral statement on conscientious objection."

The bishops face the dilemma that, if they support conscientious

objection as a way of indicating the Church's firm support for the black cause, they will further alienate the 20 per cent of the congregation who are white.

There can be no doubt that the Church is heading for serious confrontation, not only with its more conservative members, but also with the Government as it involves itself conspicuously in political issues.

The youth department, which represents about 8,000 young people, says it believes the South African Army will be used to quell internal political unrest. It envisages a situation where a white Catholic, who might have attended a priest's funeral, may be forced to shoot at him in a township uprising.

In South Africa conscientious objectors are sentenced to 12 months in Army detention barracks and anyone who incites a person to refuse military service is liable to a fine of 10,000 rand (\$6,600), ten years' jail or both.

London statement: The Right Rev. Gerald Mabbott, president of the commission for international justice and peace, Bishops' Conference of England and Wales, said in a statement issued in London: "People of goodwill everywhere will be deeply shocked by this killing and will condemn the senseless outrage. These missionaries devoted their lives to the development of Rhodesia and the welfare of the black community, black and white."

"The Catholic Church in Rhodesia has played a full part in the movement for human rights for all. She has defended those whose rights are denied. These killings will not affect the Church's commitment to work for the true good of all citizens, which is based on the gospel."

"They will not deflect the Church from supporting peaceful and legitimate methods as the way to achieve human rights, nor will they determine the determination of all Catholics to work for non-violent solutions to Rhodesian problems."

Priests tell of threats facing black pupils

From Richard Cecil
Bulawayo, Feb 7

The dramatic story of the 400 black mission pupils twisted again today with the return to Bulawayo of the 52 children and the parents who had gone to Francistown in Botswana to bring back their sons and daughters.

Three-quarters of the pupils who had been allowed to talk to their parents or accompanying priests had opted, apparently of their own free will, to remain in Botswana and yet the evidence of these returning children and parents tells of persistent intimidation from the moment they left the mission on Sunday, January 30, right through to the meeting with parents a week later.

With the Botswana authorities refusing to allow journalists to talk to the pupils who wanted to say in Francistown, he evidence available in Bulawayo today is in favour of the Rhodesian version of events.

The two German Roman Catholic priests who accompanied the parents on the buses to Francistown, Father Edgar Sommerreiser and Father Franz Stojek, said that they were convinced that the pupils who stayed had done so under the influence of "indoctrination, threats and promises."

They felt that it was wrong for the Botswana authorities not to allow them, as the representatives of the parents, to see the 200-odd pupils, especially as some of them were only 12 or 13 years old.

Father Sommerreiser said to me: "One week was enough to influence these children. They were intimidated by the older children who are sympathetic to the abductors. We were lucky to get the children back to us. I sympathize with the parents."

Both priests complained that the International Red Cross representatives failed to ensure that the parents had a fair chance of getting their children back. The Botswana authorities, "although officially just and correct," were sympathetic to the forces that wished the pupils to remain.

After meeting Mr. Young in his office last night, President Nyerere told reporters that the United States could not replace Britain in the negotiations on Rhodesia.

Fred Emery writes from Washington: Mr. Ivor Richard, British Rhodesia negotiator, today rejected on the grounds of his latest southern African mission to President Carter's senior advisers. As he went in to meet Dr. Zbigniew Brzezinski, the President's national security adviser, the White House press secretary issued a statement deploring the murders of the Roman Catholic nuns and missionaries in Rhodesia.

Earlier, Mr. Richard reported to Mr. Vance, the Secretary of State. The British negotiator, who is spending two days in Washington from his post in New York as permanent British representative to the United Nations, is having discussions with members as well as American officials.

Mr. Andrew Young, the American permanent representative to the United Nations, who has been making the first contacts with African leaders on behalf of the Carter Administration, said here today he believed there was a need for a "little more United States involvement" on Rhodesia. He was being questioned by reporters on his way from Johannesburg and Dar es Salaam to Lagos, where he was due later today.

However, he said, this did not mean that the United States wished to assume the "full burden" in Africa. "We see ourselves working with the peoples and nations of Africa in a supporting role," he said.

He did not regard the American role as one of "upset" (he clearly implied, however, that he used this term in the sense of "unsettle" the indigenous governments, including the Smith Government in Rhodesia).

In Kenya, Mr. Young met Dr. Waiyaki, the Foreign Minister. Their discussions included the Kenya-Tanzania dispute and Tanzania's closure of the Kenya land border, but he said he saw no secret of the importance which the United States attaches to its friendship with Kenya.

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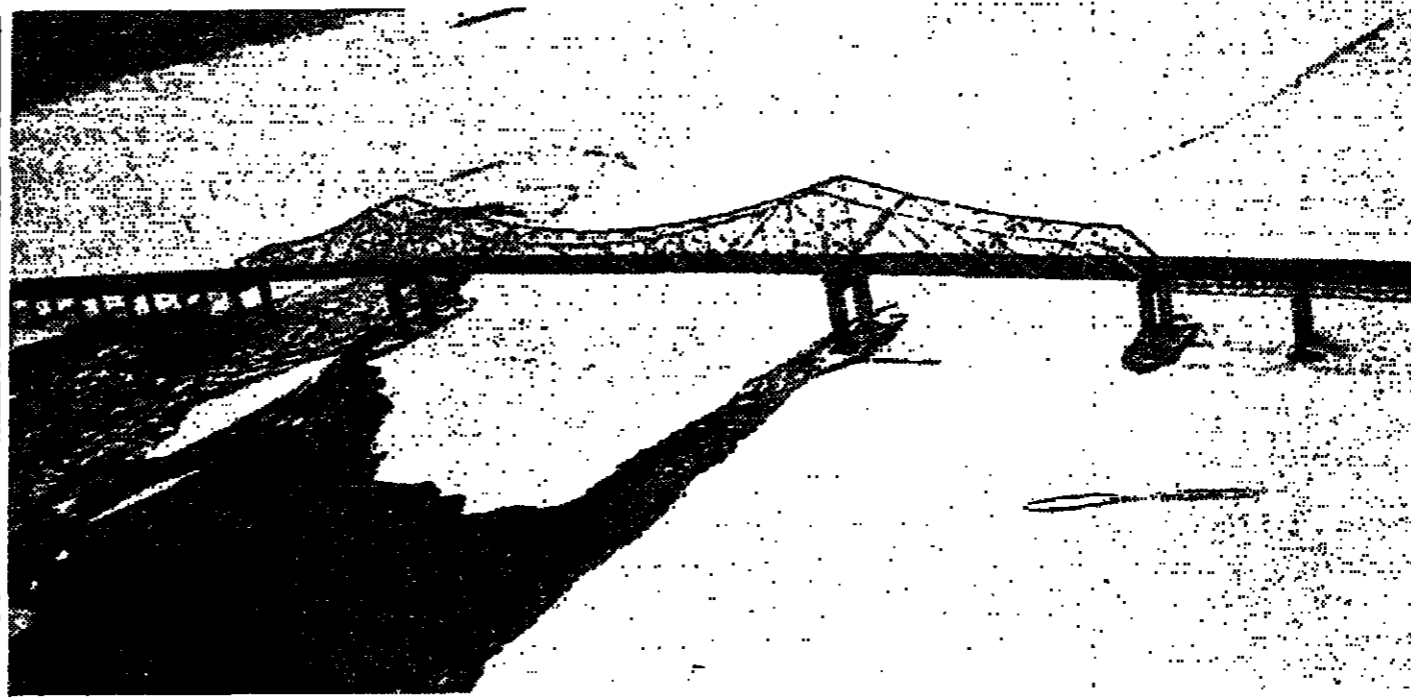
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Ice floes block the Hudson river near Tarrytown, New York state, despite the efforts of Coast Guard icebreakers.

Rigours of American winter ease

From Our Own Correspondent
New York, Feb 7

The effects of the harsh American winter began to ease in some eastern states today, and some factories and schools reopened. But temperatures remained well below freezing over much of the north-east, and in the Middle West the situation was as serious as ever.

In Ohio, state officials in Columbus said they estimated that nearly one million people were out of work as a result of the cold weather, representing about one-third of the work force. Most schools were also closed, except for one day a week when pupils came in with work they had done and were given new work.

To ease the situation, school programmes are being put out over television and radio across the state for about two hours a day. The hope is that even if the children are not keen on seeing the programmes, their parents will make them sit down and watch.

Ohio has not been overwhelmed with snow, the way Buffalo, in New York state, and other places have been. Its problem is that it does not have enough natural gas to meet its needs, and so far has not been able to negotiate greater supplies at a price it is prepared to pay from such areas as California and the south-west.

What it does have is a great deal of coal, and the Governor, Mr. James Rhodes, believes that this should be used instead of natural gas from elsewhere. The problem is that the coal has a great deal of sulphur in it, which pollutes the air, and federal environmental officials have placed restrictions on its use.

In response to the crisis, Mr. Rhodes has ruled that the federal restrictions should be ignored, at least for the time being.

In New York state, the situation has been eased by buying gas from Canada and California, which has enabled schools and factories to reopen in the state.

Mr. Leonard Bernstein, the American conductor and composer, has cancelled a performance he was to have given at a festival in Prague in May, 1978. He has made the gesture in support of Mr. Pavel Kohout, the playwright, and other signatories of Charter 77, the civil rights manifesto recently published in Czechoslovakia.

Mr. Bernstein was to have conducted Beethoven's *Missa Solemnis*, and would have gone to Prague in advance for rehearsals.

A spokesman in New York said today that he had been active before in support of Amnesty International. Last October, for instance, he appeared at a benefit concert in Munich from which all the proceeds went to the organization.

Mr. Bernstein and other New Yorkers are particularly concerned about Mr. Kohout, because he was to have come to New York last autumn for the opening of his play *Poor Murderer*, but was not allowed to leave Czechoslovakia.

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Similar arrangements for North and South America will be the subject of a separate regional conference.

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Growing US call for death penalty

From Peter Stafford
New York, Feb 7

Two out of every three Americans are now in favour of the death penalty, according to the latest Louis Harris poll. The poll found that 67 per cent of its sample were in favour, and only 25 per cent opposed, the biggest majority in support of capital punishment for several years.

In a 1973 poll, 59 per cent were in favour and 31 per cent against. In 1965 the figures were 47 per cent for, and 38 per cent against.

The polling was carried out in December, before the execution of Gary Gilmore in Utah, but at a time when his case had already made the headlines. The results bear out the view that support for the death penalty has increased substantially in recent years, largely in reaction to the rise in crime.

They also show that the issue divides the country along racial lines, with whites supporting the death penalty by 72 per cent to 22 per cent, and blacks opposing it by 48 per cent to 40 per cent. The Harris poll comments that few other issues show such a clear division between whites and blacks.

The vast majority of the more than 350 prisoners now under sentence of death are black, and many blacks believe the death penalty is biased against their community. The National Association for the Advancement of Coloured People is one of the groups campaigning most actively against capital punishment.

The basic reason for support of the death penalty, according to the Harris poll, is the belief that it is a deterrent. But the poll found that a majority of 46 per cent to 40 per cent would still support it even if it were proved "not more effective than long prison sentences in keeping people from committing murder."

This represents a definite hardening of opinion since 1973 when a majority of 48 per cent to 35 per cent said that they would oppose the death penalty if it could be shown it did not serve as a deterrent.

On this point, too, there was a marked difference between the attitudes of blacks and whites in the latest survey. By 49 per cent to 30 per cent whites were in favour of capital punishment even if it was shown to be more of a deterrent than long prison sentences; blacks would oppose it in those circumstances by 51 per cent to 25 per cent.

The vote was carried out in complete freedom, and that the reform proposal was a "noble initiative".

The vote, for election of delegates to the constitutional convention, amounted to a national referendum on the proposals to sweep aside constitutional restrictions on the number of five-year terms a president can serve.

Choosing "silent disapproval" of what it regards as a plan to distort the constitution, the Opposition refused to present candidates. When the convention meets in April it will consist solely of Colorado delegates. The reform of which they will vote will allow unlimited reelection of the president in future.

General Stroessner has ruled Paraguay for 22 years and his fifth term ends next year.

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Awards for effort

When service satisfies

by John Marsh

In the jargon of our time one of the more extravagant phrases frequently used is "job satisfaction". The devotees of social science have been busy in making much out of little, and, in any case, the most acknowledged thinkers and users of social science are in the United States, where the industrial culture is markedly different from that of Western Europe, including Britain.

There is, I believe, a growing gap between ideas about management in the so-called free markets of the United States and in the more accurately called mixed-economy markets of countries like Britain. Financial incentives are not the concern of this article, which will deal briefly with a few ideas which are part of the art of the managing process, not its science.

There are at least three ways of looking at job satisfaction. In my view the most important by far is the individual's attitude towards himself, his own philosophy, ambitions and interests in life. It is my experience that in all walks of life those who have found reasonable job satisfaction, even in dull and routine jobs, are people who have intelligence and character and a self-awareness; people who are in control of a balanced mixture of working and living.

The work spell lasts for nearly 30 years, and for those women who work out of their homes; house-

wives work longer hours and for more years—which gives the man something to think about.

In my view the individual does matter in our society, although the trend in this complex, bureaucratic age, is towards group interdependence, whether company, organization, trade union or professional association. Although the group has become increasingly articulate and powerful, so the freedom to decide for oneself is still a paramount factor in a free society; there have been welcome signs of late that determined individuals will stand up for their own rights, and I expect more to do so.

The second aspect of job satisfaction is the content of the job itself; what knowledge is required, its challenge, its systematic requirements, the difficulties and short cuts born of experience, the social intercourse involved in it, the chance to deal with change.

Purposeful work is directed towards a target; people like to know exactly (in quantitative terms) what their goals are and how they fit into the company profile. They need to know that their efforts are fair ones, and that their achievements (and problems) have been truly understood at all levels.

The postwar emphasis on management techniques is largely out of fashion because of a slowing down of productivity and because the work place climate is changing—people are more critical

than hitherto. I agree with those who say that we have spent most of the years of this century in reducing the emphasis on skill in jobs and now the trend in many concerned circles is to try to restore some of the skills and responsibilities to jobs and people. Even unskilled employees withdrawing their labour can stall the most highly organized process plants or systems.

The third aspect is the general crisis climate in industry, organizations and, indeed, in the country. When there is gloom and anxiety all around, people not surprisingly, respond with a "Dunkirk spirit". I would also suggest that job satisfaction stems a great deal from the atmosphere of vitality, creativity and enthusiasm generated from the top, in an organization, department or section. In my view, leadership in an organization does matter. Leadership backed up by consistent success is a sure recipe for increased productivity and profitability to all concerned.

Also I think I must quote Samuel Smiles, from his *Self Help* published in 1859. "Heaven helps those who help themselves" is a well-tried maxim, embodying in a small compass the results of human experience. The spirit of self-help is the root of all genuine growth in the individual; it is exhibited in the lives of many it constitutes the true source of national vigour and strength.

"Help from without is often enfeebling in its effects, but help from within

invariably invigorates. What ever is done for men or classes, to a certain extent takes away the stimulus and necessity of doing for themselves; and where men are subjected to over-guidance and over-government, the inevitable tendency is to render them comparatively helpless" (my italics).

This over-guidance and over-government can happen in any large-scale organization, including competitive enterprises. We have reduced too many jobs to a monotonous level; paradoxically, this is an age where more and more people are better informed and whose expectations are increasing—including expectations for increased job satisfaction.

Some routine, monotonous and boring jobs are certainly found in almost every job in life, whether it is that of a government minister, a housewife, an executive or operator. We cannot all be excited, stimulated, finding out and doing all the time—that can be an exhausting process. There are cycles of interest and lack of interest.

However, the rate of change and the information about it which we all need to know, facts about Britain's declining status as an industrial power, tougher competition, the increase of bureaucracy, are only in government, but in companies themselves, all these are trends of recent years. They have tended to take our minds off the essential leadership task of good management, how to make people feel that they matter, to know that their individual contribution is important and appreciated as part of the total task or objective of the section, department or enterprise to which they commit so much of their lives.

The realization that they matter is not something that is born of exhortation—the "have a good day" syndrome as exemplified in the United States does not work so well in Europe.

The publication of the Bul-

lock report on the inquiry into industrial democracy and the 1977 national dialogue on it will herald a new look at job satisfaction, among other things. I sincerely believe that the participative era into which we are now moving will enable people to find more fulfilment in their jobs. However, participation cannot happen until there is more disclosure of information and this must be a two-way process.

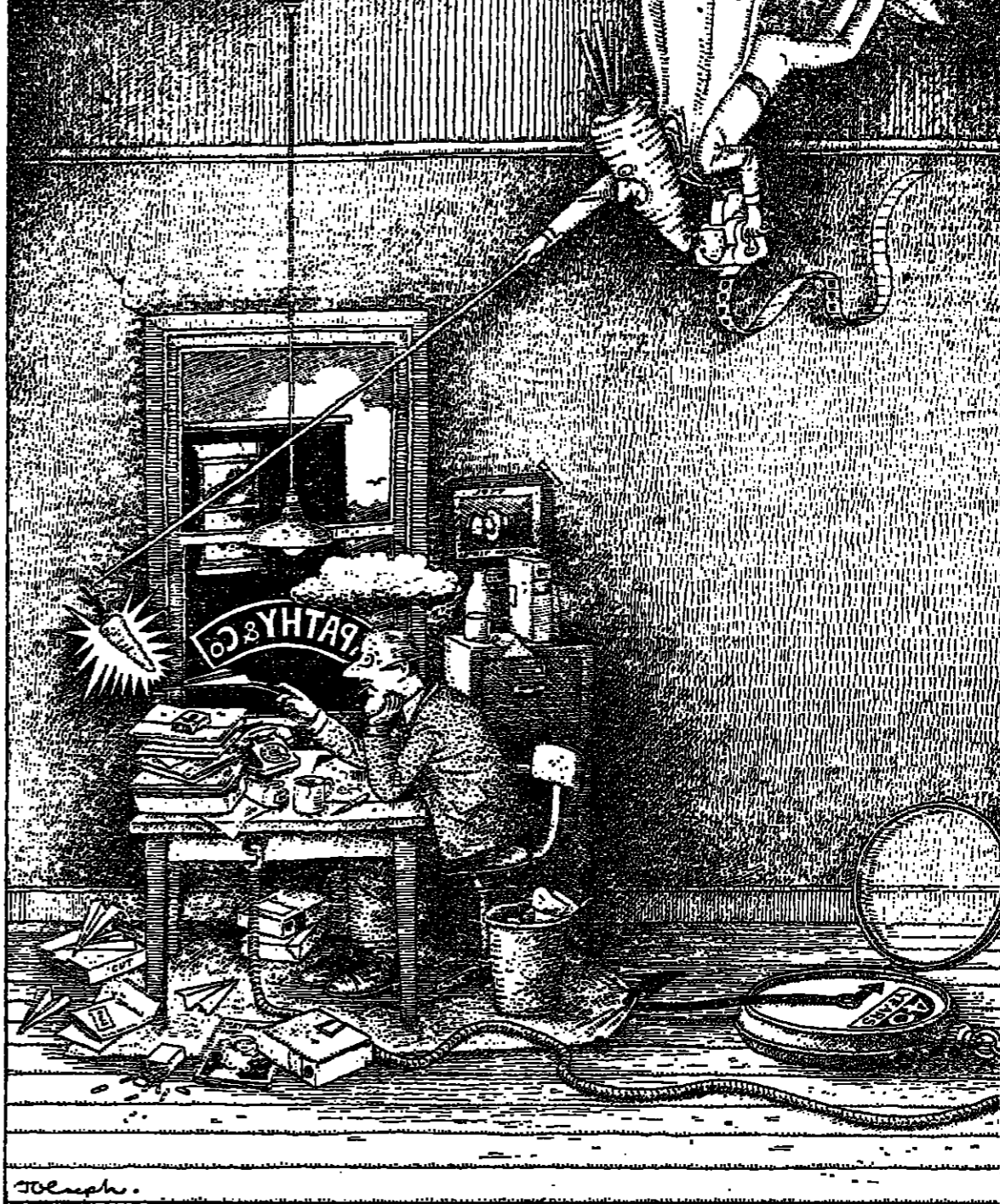
Top management must talk directly to the staff for ideas on improving their own productivity. Staff, for their part, need the training, company information and follow-up recognition to want the new responsibilities which involvement generates.

The object of participation is not only to make work more interesting, perhaps more enjoyable, but certainly to give people a greater feeling of belonging. The urgent need for more attention to job satisfaction, whether the purists like it or not, is to permit increased productivity. Managers have been finding lately that the authoritative styles of instruction and the pressing of organizational buttons do not bring results as they did in the past.

Productive increases, in my view, will not be achieved unless the manipulative processes of management give way to the new participative styles. This revolutionary change is manifestly overdue—Britain is a little late in the day in the EEC context.

Finally, managers and other employees need to think through these changes at this early stage of the participative era. It is a chance for the rules of the economic game to be rewritten if British industry is truly to renew itself.

The author is chairman of W. D. Scott, management consultants and former director-general of the British Institute of Management.



Emphasis shifts from buyer to seller

by Christopher Bonn

Spending by British manufacturers on incentive marketing and sales promotion, known to the trade as below-the-line expenditure, has increased tenfold in the past 10 years. In the same period, expenditure on direct advertising has barely doubled.

Incentive marketing is concerned with the application of a series of techniques over and above the normal marketing routine, aimed at increasing or improving human attitudes, efforts and performance at the production and distribution stages, and at stimulating the selection and purchase of the promoted brand at point of sale. The retail outlet represents the watershed. Up to that point incentive marketing is concerned with strategic objectives and awards for effort. Thereafter, it becomes a tactical exercise involving price concessions, special offers and gifts in return for sales and discounts and specific action.

The first of these two activities is usually described as motivation, the second as incentive marketing. Neither is a substitute for sound marketing practice, nor quality merchandise, or efficient service to the customer. Incentive marketing techniques can be effective only if they are applied on a fundamentally sound marketing operation.

Motivation is by far the less developed of the two. With an estimated expenditure of £20m during 1976, it represented only 5 per cent of the total turnover in incentive marketing. Its proportion is growing fast.

Changes over the past five years in the country's economic, social, political and legislative structures have encouraged manufacturers to increase their use of motivational techniques at the expense of consumer promotions.

Recession, by its very nature, implies a buyer's market. This means that the pressure is on the salesman, with a consequent increase in the use of sales-force motivation programmes.

Inflation has eroded the incentive appeal of cash awards. As a result, the manufacturer is continually investigating alternative sources of motivation for his production, distribution and sales teams. This has accelerated move towards merchandise catalogue programmes and incentive voucher campaigns.

In the former, points are awarded for the successful achievement of sales targets; these can be redeemed against merchandise illustrated in catalogues distributed by the organizers. Incentive voucher campaigns are based on a "currency" of vouchers issued to successful participants, who can exchange them for the equivalent value of goods on sale in the shops of retailers cooperating in the programme.

One of the hangovers from the years of affluence in the 1960s has been the national advertising industry. This has coincided with the decline in the credibility of the pound. Never has an extra pound of cash seemed a less tempting alternative to a Saturday morning game of golf, or a day in the country with the family.

Motivation consultants call this psychological block the comfort-index. The incentive campaigns which they create are designed to break through this barrier by offering awards which satisfy the aspirations of the participants, and encourage them to make whatever extra efforts are required to achieve carefully calculated and specified objectives.

It is this identification of the individual aspirations of participants with the marketing requirements of the

company which produces improved performance on the one hand and increased profits on the other. Surprisingly, it is a remarkably exact science, not hit or miss as cynics suggest.

Cash is only one of the psychological motivators which can be harnessed to the achievement of marketing objectives.

The compulsive salesman, who accedes to the pressure of every sales force, will extend himself still further if there is a chance to appear top of a published order of merit, or to receive recognition of his successful performance by his manager, who accedes to the pressure of his assembled colleagues.

The older salesman, nearing retirement, will be prepared to work on a Saturday morning, if he is made to feel part of a team, and there is the risk of "letting down the young entry", if he fails to make the extra effort. In any other circumstances no cash or merchandise incentive would extricate him from his deeply entrenched comfort-inertia participant.

The average participant will improve his performance if his family is included in the benefits derived from the awards (for instance a holiday) and is able to identify himself with the competitive pressure and excitement of the campaign.

Desire for praise and recognition, loyalty to a team, and family participation are important motivators—in addition to the obvious attraction of cash or personal gain. There are others, of course, such as job satisfaction, relief from monotony and, almost coincidentally, fear—a natural reaction experienced by an individual whose name appears regularly at the bottom of the list detailing sales performance. As many of these motivators as possible should be woven into the fabric of an incentive programme.

The growth of consumerism has inevitably had a somewhat inhibiting effect on sales promotion. Although all responsible executives in the industry welcome a watchdog to safeguard public interests, much of the criticism aimed at the application of promotional techniques has been based on a superficial knowledge of their implications, and has caused more general confusion than demonstrable benefit to the consumer.

Fear of involvement in this type of controversy has induced some manufacturers to confine their promotional efforts to the earlier stages of the marketing operation, where their activities, however innocent, are less exposed to public scrutiny.

This backward movement of promotional emphasis has received a little additional impetus from such legislation as the Betting, Gaming and Lotteries Act, 1963, and the Trade Descriptions Act. Most sales promotion men,

however, are quite familiar with the ramifications of these Acts, and are content to follow the disciplines recommended in the code of practice published by the Sales Promotion Executives Association.

Companies are concerned about the effect of rising prices on the morale and performance of their staff. They like to concentrate their incentive programmes on areas where subsidies would be most welcome. Hence the upsurge of interest in motivation programmes involving holidays and clothing.

The latest Finance Act has included the lower paid participants in the full tax liability of benefits derived from incentives. Up to April 1976, employees with total emoluments below £2,000 a year were only taxed on the notional resale value of merchandise received as awards.

In practice, this amounted to less than 20 per cent of the retail value, and was almost invariably paid by the sponsoring company as part of a block payment negotiated with the local tax authorities. "There is no greater disincentive than a years' On the other hand, even when it relates to an attractive prize which is otherwise free.

At first sight, the distribution of incentive awards appeared to be a possible loophole for avoiding restrictions on salary and wage increases. The official ruling on this potential escape route has been that companies which have established a history of motivation programmes may continue to use it, provided total budgets do not exceed the average of the previous years. On the other hand, no new company c these techniques if it bring it over the limit.

Motivation remains the smaller of the two incentives in incentive mix but both its relative actual importance and its relative importance are increasing.

The author is principal of the Jersey School of Incentives.

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First, find your objective: Patricia Tisdall and Ronald Emmler discuss the principles of incentive marketing and look at four successful schemes

ips or a holiday

mes incorpor- sales and marketing areas where they are widely accepted is the suspicion by unions and employees themselves that they are in some way a "tax fiddle" by the employer. In fact, although there used to be some tax advantages in using merchandise rather than cash for award schemes, these have mostly been abolished.

A more recent problem is the possibility of infringing the pay code by using merchandise as a substitute for a wage increase. While as yet there is no case law on the subject, the general view is that where a company has used incentive programmes before the pay restraint agreement was drawn up a combination would not be considered a breach.

Often the question does not arise if the added value to the individual is small where, for example, a number of employees compete for the same item of merchandise through a raffle. Nevertheless the possibility of pay restraint infringement deters many new entrants and is taken responsibly both by the promoting companies and their clients.

Like many coastal resort firms, Hornby, which makes toys and models and is based at Margate, had a problem with absenteeism during the summer. Staff during the holiday season may be wooed away by part-time jobs in catering and hotels and are like to have special difficulties in getting to work on time because of overcrowded public transport and roads.

For Hornby this absenteeism made particular difficulties because its factory is at peak production during the summer to satisfy pre-Christmas orders which have to be delivered to the trade in the early autumn.

To combat an absentee level which had reached about 11 per cent they introduced special incentives for

good attendance, in March 1975. The incentives programme devised by Maritz Motivation is based on award credits which, when a sufficient level has been reached, can be exchanged for merchandise out of a specially produced catalogue.

Extra features, such as regular draws for a substantial prize (in one instance a Mini car) have been incorporated to give an added boost. In this case only employees with four months of complete attendance were able to participate but the programmes are changed every two or three months.

Each of the programmes is promoted by a special "games" card to add an element of fun and liveliness and stimulate competitiveness.

The scheme has been applied to approximately 1,750 of the factory's staff, of whom the majority 1,000 are engaged in light assembly work on toys and models and the remainder are mostly engineers. Hornby says it has found it effective both in cost terms and in meeting its operational objectives.

In the first year absenteeism dropped from 11 per cent to 8 per cent. Important as far as the long term success of the scheme is concerned, the improvement was maintained during the second year and Hornby is hopeful for its continued success during 1977.

All companies in the petroleum industry have their own safety codes which in general are of higher standards than those applicable in industry as a whole because of the higher than average risks involved. However, Mr Brian Bodycombe, Conoco's safety director, admits that while these are more easily enforced in a closed environment such as a refinery or on an oil rig, keeping a constant check on many filling stations the length and breadth of Britain is a difficult task. Consequently Conoco, the Jet petrol group, runs its

safety incentive scheme to produce the extra motivation needed above the basic survival instinct.

Employees are awarded points for reducing their accident rates, the points being convertible into branded goods from a catalogue supplied by an outside company. The scheme's success can be measured by reference to the 13 accidents per million man hours worked in 1973 being reduced to 4.9 last year. The basic scheme is backed up by special competitions between groups.

In the first full year of operation, 1975, Conoco won the Royal Society for the Prevention of Accidents' silver award for occupational safety and last year was one of only four companies to win the gold award.

Conoco has devised the points system itself, different types of accidents being more prone to the differing environments (rigs, refineries, filling stations and offices) but has ensured that all employees have an equal chance to profit from their increased safety awareness.

Mr Bodycombe says it is difficult to measure the exact return to the company, pointing out that it is difficult to know how many road tanker accidents have been avoided or where spillages would have occurred if the scheme were not in operation. However, there are tangible returns for Conoco such as less loss of man hours and lower insurance rates.

The whole scheme, he says, is designed to support the company's disciplined activities by putting people in the right frame of mind. "We are not just preaching safety," he says, "we are doing something about it."

the placing of its photocopying machines, with firms which were not customers. In addition it was to focus its salesmen on making outright sales of machines which previously had been mainly rented to customers.

A set of clearly identified targets was established for each of the 700 sales executives and area and district managers involved. Each target was given a points value against which performance awards, as incentives company owned by Green Shield Trading Stamps Company, devised a motivating programme.

The new element in this scheme was the theme. This was chosen to give mystery and excitement in the James Bond thriller sense and given an appropriate title, MIF Mission (from Machines in Field). It was backed by extensive and carefully produced publicity material emphasizing the espionage theme.

Each fortnight, the eight employees who led the current achievement league table were awarded trips to Berlin, Stockholm, Nice and Vienna with the theme carried through to the form of transport. The exclusive jet still in line with the theme, the 25 overall winners (who were not in every case the interim winners) were offered a trip to Istanbul. Prizes of merchandise were also available.

Rank's view is that the programme "more than met the objectives set for it". It believes it not only sharpened the salesmen's overall performance but also focused their attention on the required areas. It also acted as a general boost to morale.

The suggestions box has been the source of countless cartoons over the years, but Mr Nat Fletcher, Taylor Woodrow's director of group publicity and mar-

keting, believes it to be an essential tool in involving the group's employees and interesting them in their work.

Mr Fletcher says that while a suggestions scheme often leads to significant improvements in work methods or in modifications to plant and equipment, any employer who thinks he will double his output overnight as the result of an employee's idea is promoting the scheme for the wrong reason.

Taylor Woodrow runs the scheme throughout its worldwide operations. It is publicized in the company magazine, in newsletters and by poster. The ideas thrown up are usually dealt with by the suggestions officer at each of the 100 or so Taylor Woodrow companies throughout the world. He will ask for advice on feasibility from section heads and decide the level of reward for the employee.

A really productive idea might be worth £50, one leading to a small improvement £5 or £10. Although there are broad guidelines the level of reward is left to the local company. However, twice a year, in June and November, there is a competition to decide the best suggestion throughout the group. Top prize is usually a Mediterranean holiday for two, second a portable television, with cameras or Christmas hampers for third-prize winners, depending on the season. In November the winner had thought of a design modification to a lorry-mounted concrete pump, while second place was taken by a plant supervisor in Oman who suggested modifications to a cable-laying machine.

It is almost impossible to measure the cost of the scheme to the group, especially because the local company will usually make payment direct to the employee and no central cost record is kept of these awards. The benefits are also difficult to measure. The main value is the involvement of the workforce and in managers and supervisors knowing what their employees are thinking. The company symbol is four men pulling together, and Mr Fletcher says he is convinced that the Taylor Woodrow suggestions scheme goes some way to promoting that sort of team spirit.

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Few join in the battle

One of the surprising features of the motivation sector has been the small number of companies which have dominated it.

During the first half of the 1960s, there were only two companies in Britain operating in this sector: E. F. MacDonald, a subsidiary of the market leader at that time in the United States, and Riverdale Incentives, part of the Riverdale Group, which pioneered the concept of comprehensive service in incentive marketing.

Between 1965 and 1970, there were two new entries to the motivation area: Incentive Awards, a subsidiary of Sperry & Hutchinson, the American trading stamp giant, and Performance Awards, an associate company of Green Shield Trading Stamp Company, which dominated the British trading stamp market.

During the past five years Bonstephen has done much to develop the incentive voucher sector. Maritz, at present the largest merchandise catalogue and travel incentive company in the United States, has set up an English subsidiary.

C.B.

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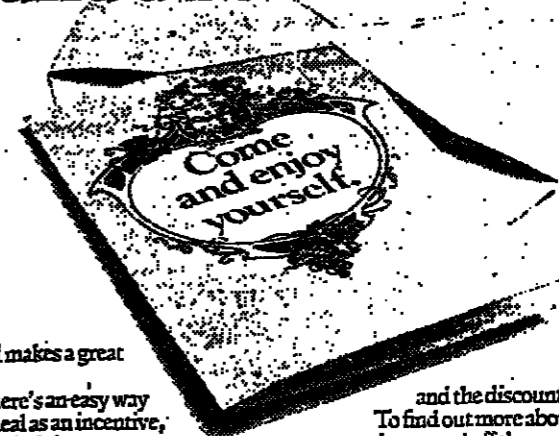
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R.E.

Fringe benefits more popular

by Margaret Stone

As tax rates have risen ever higher a sub-branch of accountancy and tax-planning has prospered both among companies and professional advisers. Its object: how to reward employees in the most tax-efficient way.

This does not mean, obviously, the lowest cost to the employer, but its most important aspect is to cut down the tax bill of the employee.

The classic example is the company car. To give an employee a rise which would permit him to meet—out of taxed income—the expense of acquiring and running a £4,000 car would require probably three times as much as it would for the company to buy the car and give it to the employee as a perquisite. The employee would not only have the car but a lower marginal rate of tax into the bargain.

The official attitude to fringe benefits has increased steadily and culminated in the 1976 Finance Act which managed to create a taxable situation out of almost every conceivable benefit, with enough leeway too to reach the as yet inconceivable benefit. On the other hand the combination of steeply progressive tax rates and a severe pay freeze means that the interest in an alternative system of rewards has never been higher.

The tax approach to fringe benefits divides into two parts: the treatment of lower-paid workers and the treatment of higher-paid workers who, in this context, officially those who earn £5,000 or more including their taxable benefits. Until 1975 this threshold was £2,000, the level fixed in 1948. In the upper bracket all benefits, with one or two specific exemptions, are deemed to be taxable. For those earning less than £5,000 the rule is that only those benefits which are convertible into cash are taxable.

The definition of what is convertible into cash and what is not has been the subject of debate ever since the concept was introduced with several forays to the courts to resolve a dispute. Rewards which are not cash in this particular aspect of the tax trap include the use of a car, the payment of telephone bills and at a humbler level perquisites such as free hairdressing—one cannot exactly convert a cut and blow-dry into cash.

There is only one convertible-into-cash benefit which is immune from the tax man—and that is the ubiquitous

15p luncheon voucher (which if it were indexed, which it is not, despite the fact that officially its monetary limit is kept under "regular review", should now be worth 46p). On the other hand, there are other benefits which, although not convertible into cash, are taxed as though they were. Medical insurance schemes for lower-paid workers became a taxable benefit two years ago.

For the higher paid the convertible-into-cash rule does not apply. On an individual basis all benefits are taxable with the sole exception being concerned with residence. Where a cheap loan for house purchase is arranged (a common feature of bank, building society and insurance employment) that will not qualify as taxable benefit unless it exceeds £25,000. Again individuals whose job necessitates them living in (such as a school housemaster) will not find that benefit taxed. This exemption does not apply to company directors.

Last year's Finance Act clamped down heavily on low or interest-free loans from employers to employees, a hitherto valuable perquisite. From April 1978 all those employees will be taxed on the difference between the official interest (to be fixed by the Government) and the interest they actually do pay, if at all. The only small exemption, granted mainly to permit employers to make modest loans for things like season tickets, is where the interest foregone does not exceed £50. At current rates this means a loan in the region of £350.

The other big area under attack last year was the company car, a very widespread benefit. The new rules replace the old apportionment between business and personal use and the mileage factor. The size and age of the car will determine the taxable benefit if represented in the hands of the employee. Where the employee does not use his car for work, a higher taxable value will be substituted.

But despite all the penalties now loaded against fringe benefits other than the "social" ones such as pension schemes) their popularity is growing. Apart from the fact that the bulk purchasing power of an employer in respect of, say, medical insurance, still makes it worth while, the other undeniable fact is that even when taxable, the benefit or perquisite supplied by the company is still worth more than its cash equivalent, when taxed, would be.

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Political genocide leaves the military no civilians to hand over to

Nobody is smiling in Uruguay, the 'torture chamber of Latin America'

More than three years of military rule have left Montevideo a sad and lifeless city, its gloom underlined rather than dispelled by the nightly government television jingle: "When the children smile, Uruguay is a happy nation." Smiles are rare in a country which American Senator Frank Church recently called "the biggest torture chamber in Latin America."

The recent replacement of the civilian President heralds many more years of draconian rule while his successor sets up a quasi-democratic "new order" under the military.

Dr Juan Maria Bordaberry departed last July five years after he was elected President and three years after he dismantled Uruguayan democracy to rule by presidential decree and military muscle. Few welcomed Dr Aparicio Mendez, the septuagenarian, right-wing lawyer co-opted by the military in September as Uruguay's first non-elected President this century.

In a country once called the "Switzerland of Latin America" the new President is setting out to establish a "purified" democracy without leftwing parties or professional politicians. In consultation with Uruguay's top 20 military officers, with whom he confers each week, Dr Mendez is strengthening his grip on the country by repressive legislation.

His political programme offers little encouragement to the few who remain in the country. The traditional "whites" (whites and "colored" (red) parties are to be "purged and regulated" and then resurrected as channels for accepted opinions. Whether

they will have a real role to play in any revived National Congress is yet to be revealed. Dr Mendez has to provide the answers in a new constitution to be put to a referendum in 1981.

Uruguayans will then elect a new President for the first time in 10 years—a joint candidate presented by the two candidates, but not until 1991 will more be permitted. "There's no hope," a young Uruguayan commented. "We've got the military for a generation." Many people, indeed, wonder why the military are staying on so long after wiping out the left-wing Tupamaros guerrillas in 1972, and eliminating all internal opposition.

"They've created a Catch 22 situation. There's nobody left to hand over to," a young journalist said. And indeed, Dr Mendez has stripped all politicians who held elected office or stood for leftwing parties after 1967 of their political rights for 15 years.

This act of political genocide is thought to affect thousands of politicians considered responsible for permitting the rise of the guerrillas and political and administrative disorder before 1973.

Equally draconian is a "state of danger" law drafted by Dr Mendez in 1973. It gives the government a judge to have dangerous political inclinations, without having committed an offence. The government has also assumed sole responsibility for protecting human rights, making clear that only under the most restricted circumstances, if at all, will it accept international complaints or investigations.

The obsession with security and political repression is similarly reflected in the economy: with about 50 per cent of the last published budget apparently dedicated to the security apparatus.

This financial burden has undoubtedly helped to prolong economic recession and offset



Central Montevideo: People are afraid to talk in the streets in case the security forces have planted bugs.

the government's success since 1973 in restoring monetary stability, reducing inflation and improving trade figures. Unemployment has only been avoided by the departure, for political or economic reasons, of more than 400,000 people out of a 1973 population of 3,000,000. Any Montevideo taxi driver will tell you he wishes he had joined the exodus, and how

those who return ask why nobody smiles any more.

Indeed, it has escaped few Uruguayans, except perhaps the military, that their once lively little democracy is now a dictatorship just as repressed as the communist countries the military revile. Since 1973 at least 5,000 people, about one in every 500 Uruguayans, have been jailed for political reasons—the highest proportion in any country in the world.

Amnesty International cites 22 cases of fatal torture, but it is not clear how many others which families have feared to denounce. A newspaper editor said tortures included burning with hot irons and cigarettes, electric shocks, beating of the genitals, cuts, and even castration. For much of 1976 his newspaper received eight complaints of a month of disappearances or torture.

Another journalist felt physically sick touring a "model" prison for ex-guerrillas. The visit, he added, was televised: "People were shocked when they saw how the inmates were treated like animals, in grey uniforms with shaven heads."

Prisoners serving up to 30 years were allowed one hour monthly to see their children and one hour for the rest of their families. Raul Sendic, the Tupamaros leader, is said to have been held for a time at the bottom of a disused well.

According to Senator Claudio Lora, Chile has been surpassed by Uruguay in the ferocity of its repression. However, I was told that last year's United States ban on military aid to Uruguay has brought signs of relaxation. But the ill-powered security forces remain apparently able to bug any conversation at

Bernard Levin

P-p-pick up a Penguin Classic

I have just read Huysmans' *A Rebours*, though that is not the point of this column. All the same, what an amazing book it is; I still cannot quite see why Dorian Gray was instantly damned by it when Lord Henry Wotton lent it to him, but I can see why he should have been fascinated by it. It is an almost unique work of art, in which entire chapters, like the one in which des Esseintes reviews the Latin books in his library, and the even more astounding one in which he fills his house with exotic flowers, are nothing but digressions, gigantic caesuras placed with perfect artistry to achieve a flawless balance. It also includes set-pieces that take the breath away with the wit and imagination they display, like the hero's black dinner:

The dining room, draped in black, opened out on to a garden metamorphosed for the occasion, the paths being strewn with charcoal, the ornamental pond edged with black basalt and filled with ink. The dinner itself was served on a black cloth. . . . While a hidden orchestra played funeral marches, the guests were waited on by naked negroes. . . . Dining off black-bordered plates, the company had enjoyed turtle soup, Russian rye bread, olives from Turkey, caviare, mullet borzago, black puddings from Frankfurt, game served in sauce of the colour of licence, and boar-piglet, truffle jellies, chocolate creams. . . . From behind black glasses, the guests drank the wines of Limagne and Roussillon, of Tenedos, Valdepeñas, and Oporto. And after coffee and walnut cordial, they had round off the evening with krass, porter and stout. On the invitations, which were similar to those sent out before more than a century, the dinner was described as a funeral banquet in memory of the host's virility, lately but only temporarily deceased.

But that, as I say, is not the point. Not strictly speaking, is Robert Balfour's translation. The point is the imprint under which the English edition I read appeared: Penguin Classics. This remarkable series is almost exactly 30 years old, and more than 300 volumes strong. It is the nature of this, at any rate unless Penguin are going to alter the character of the series, it must be moving towards its end, because there simply cannot be very many more works to be translated into English which are truly of international fame. Indeed, some of the more recent volumes suggest that the tide is sweeping the bottom; *Birds Through a Ceiling of Alabaster* is not a work that really has to be in the library of any civilized man, and *The Gates of Hell* is not a work that really has to be in the library of any civilized man. But even if there are not many more volumes to come (and I can suggest a few to remedy the shocking neglect of German literature from the start of the series—there is no Heine, no Goethe, no Schiller, no Jean Paul, no Goethe other than an inadequate Faust), the Penguin Classics have surely been one of the most important and valuable imprints British publishing has ever had the right to be proud of.

It began, in January, 1946, with *The Odyssey*, translated by the first editor of the series, the late E. V. Rieu. The start was cautious; the second volume (of Maupassant short stories) was not published until November that year, and there were only two volumes in 1947, one in 1948 and three in 1949. Rieu's *Ulysses* followed in April, 1950, and by then Penguin, not to mention the lack of the Westminster Parliament and the national courts in preserving the national unity and ensuring a uniform basis of citizens' rights.

Lord Denning has certainly not served any final ultimatum on Parliament. In an unexpected way he has opened up important issues. It would be wrong to look upon that as unlocking a legal or national Pandora's box.

Brian Garrett

The author is a member of the Standing Advisory Commission of Human Rights.

Will a devolution referendum really settle anything?

The proposed devolution referendum may briefly buy the Government some time in the House of Commons, but it is likely to unsettle it thereafter.

The Government is proposing to put a single yes-no question to the voters of Scotland and Wales: Do you agree that the provisions of the Scotland and Wales Act 1977 should be put into effect? Interpreting the answer is anything but simple.

When opinion polls in Scotland and Wales offer voters more than a single yes-no alternative, the respondents split four or five ways. No opinion—from independence through devolution to the status quo—is supported by half the public.

For example, in a System Three survey reported in the *Glasgow Herald* last week, 38 per cent said they favoured a Scottish assembly, 32 per cent a Welsh one, and 32 per cent were undecided. In a *Western Mail* Harris Television poll last December, 40 per cent of Welshmen said they were against devolution and 27 per cent were in favour. In order to secure a majority for its devolution Bill, Labour will need to convince some Scots and Welsh that even if its Bill is not the greatest evil, it is at least the lesser evil.

In Wales, the chances of doing so look good, for Labour has usually won half the vote there at parliamentary elections. Labour anticipates Plaid Cymru and Welsh Liberals to tag along behind it by default.

In Scotland, however, Labour has never won half the popular vote in a general election. Opinion polls and local government election results indicate that Labour currently has less than the 36 per cent support it registered in the last general election.

To carry devolution in a Scottish referendum, Labour will need to convince at least half the Nationalists or half the Scottish Conservatives to vote for its measure. Since the Conservatives have come out against this deal in Westminster, Scottish Tories are likely to

campaign for a "no" vote in a referendum.

The Government may have to depend upon SNP support to give devolution a comfortable majority in a Scottish referendum. A December poll taken by Market and Opinion Research International, which works for Transport House, showed more SNP supporters in favour of a "yes" vote in the referendum than Labour supporters.

If Scotland were to vote for devolution along with Scotland who seek devolution and no more, the System Three poll suggests a secure 64 to 36 per cent majority in favour if a referendum were held today.

All the signs are that the Scottish Nationalists will campaign in favour of a "yes" vote in a devolution referendum. Their argument for doing so—a big step to independence—will profoundly unsettle Labour politicians in Scotland as well as Westminster.

In the referendum campaign Labour MPs in Scotland risk being caught in a crossfire. In addition to the referendum, the strongest for union, Conservatives will criticize features of the Bill vulnerable to attack. There is no shortage of criticisms that can be raised from a non-party or even a pro-devolution point of view.

The Scottish National Party can use the referendum to advocate a gradualist position. The creation of an elected assembly and executive in Edinburgh will be endorsed as a good sound basis for a transfer of power ending up with independence.

Many Labour and Conservative MPs fear, rightly or wrongly, that the SNP argument is correct, and are therefore against the devolution Bill. But Labour MPs in Scotland can only express their opposition publicly at the risk of splitting their party, when unity is imperative, just before assembly and Westminster elections.

Labour proponents of the Bill will find themselves in the awkward position of arguing

Parliament, the courts, and the issue of a Bill of Rights

The supremacy of Parliament is one of the pillars of our Constitution. . . . one has only to see, in the United States of America and of India, the conflicts which arise from time to time between the judges and the legislature. I hope we shall not have such conflicts in this country.

These were the words of Lord Denning in the House of Lords debate in March 1976, when he opposed Lord Wade's Bill seeking to introduce the European Convention on Human Rights into United Kingdom domestic law as a Bill of Rights. Yet only recently the decision of Lord Denning and his fellow Lord Justices in *Gouriet v Union of Post Office Workers* was to spark off the salvos of such a conflict from worried Labour MPs.

The irony might not be so great were it not that Mr Silkin, the Attorney General, has been a constant champion of the European Convention and has long since recognized the relevance of increasing judicial powers in the field of human rights so as to put certain fundamental freedoms beyond the reach of the vicissitudes of politics.

To that extent Mr Silkin is a "judges' man" as well as a "parliamentary man." It remains to be seen whether the decision, with its inbuilt obscurity about what exactly the Court of Appeal judges actually agreed upon, will serve to obscure or prevent an informed debate on the issue of a Bill of Rights for the United Kingdom.

Neither Lord Denning nor Mr Silkin can, by any stretch of the imagination, be considered seventeenth-century figures—Mr Silkin's international commitment and Lord Denning's inimitable individualism would have made them very uncomfortable people in those troubled times. Yet in a sense the argument between them has a distinctly seventeenth-century character for it touches upon the delicate balance reached between parliament and the executive, the monarchical and the judicial.

What is going on at Country Life? A fashion article in a recent issue declares: "Few people will criticize you for wearing a safari jacket instead of a dark suit to the office, nor will you be considered odd if you turn up for dinner in a short skirt instead of a long one, even if you happen to be the odd man out."

unabashedly my presumption about the nature of the establishment adding that it catered mainly for London businessmen rather than out-of-town visitors. Then he said that they were thinking of introducing lunchtime hostesses, to complement the bare-breasted barmaids and scantily-clad waitresses; to see if there was a real demand.

It will be an experiment worth watching. For if there still exist in London not only overpaid executives, but overpaid executives who can take the afternoon off, then Denis Healey has not made the pips squeak nearly loud enough.

Clanger

The Mermade Theatre has had to give back its bell. But the one which hung in the foyer at Puddle Dock to warn patrons of an impending performance was only a cheap bronze austerity model and in its place they have got a proper brass one. The bell-changing ceremony yesterday was attended by Sir Bernard Miles and the Lord Mayor of London.

The old bell came from a ship which was built as the personal yacht of President Nixon of China, but which was never paid for as the customer lost his job before he could take delivery. It was taken over by the Navy, who christened it *Mermade*, and gave the bell to the theatre. Now it has been

The Times Diary

A sorry series of Irish mishaps

their baggage from Dublin was sitting in the baggage. Further negotiations were needed before it was recovered, allowing them to arrive in Strasbourg on the last plane on Sunday night.

The British team led by Sam Silkin were already installed and working on their briefs, having arrived comfortably the day previously by train from Paris. By mutual consent both teams stay in different hotels, some 10 minutes' walk apart. During the four years that the acrimonious proceedings have dragged on, they have stuck to an unwritten agreement never to meet socially outside the Council of Europe building on the outskirts of the city.

Counterflow

Alan Hamilton, having talked to four authors who moved to Ireland to bask in the literary tax haven, now interviews one who travelled the other way: William Trevor was born in County Cork, but he came to England in the early 1950s when there was little or no work in his native country, even for a

qualified teacher. Since he became a full-time writer in the mid-sixties, he has lived in a small East Devon village near Honiton, and has no immediate plans to move. He calculates there would be only a minimal financial advantage in returning to Ireland.

He did plan to return to live in 1969, but changed his mind as soon as the troubles in Ulster began in earnest. "I intended to go and live in County Leitrim, three miles from the border. I admire the education system in Northern Ireland; it is very similar to the Scottish system, and I was going to send my children to school in the North. But it would have been an intensely foolish thing to do, considering what has happened since."

Trevor's two children, aged 13 and 16, are being educated in Devon. When both are finished school he might think again about moving, perhaps to his home county of Cork, well away from any trouble spots, but he is not sure.

"Even if you live in Ireland, you are almost certainly going

to be published in London. It is particularly important for me; I write a lot for television and have to travel up for rehearsals. Another consideration is the higher cost of living in the Irish Republic and the comparative lack of social services.

"Unless one is going to be suddenly very rich in one particular year, the balance does not come down very heavily in favour of living in Ireland. And with a good accountant, one can work wonders with the British tax laws." He pointed out that writers in Britain could normally spread the earnings from one book over three consecutive tax years, thus softening the blow.

Trevor, whose latest book, *The Children of Dynmouth*, won him the Whitbread Award in December, thinks the tax concession for artists in Ireland is an excellent law. "It is all right if you are a Forsyth, but for most writers the financial advantage is not nearly as enormous as some people think. One can't have weighed everything up." He, for one, seems able to live with Denis Healey.

Next: Conclusions

Animal liberation is making great strides in Peebles, where a reader reports seeing a notice outside a betting shop which read: "Dogs only."

sold to the Malaysians, and they want all the accessories.

Luckily the Navy has had 16 ships of the same name, and they were able to find the bell from an earlier *Mermade* to replace it. The new bell having been installed, the Lord Mayor of London rang it at precisely ten past twelve; 20 minutes early, but then everyone was getting thirsty.

Early sowing

Ideally, it would have been better to wait until the ground was a bit less wet to do the first of my early spring sowing. But we weekend gardeners cannot choose our time.

I also sowed some spinach and broad beans. Some will say it is early for both, but during the mild winter last year I was a fortnight earlier with them. The broad beans I sowed last November have survived the cold, wet weather and are now about two inches high. The winter lettuce are soldiering on, too. But I fear that the peas, sown at the same time, have been stricken by the cold, and the autumn-sown onions have suffered, though some are still there.

As for crops, I have been getting some smallish (small,



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PROMISE THAT MUST BE KEPT

erale envisaged by the one consistent with the Commission's being upon the first Bill dealing with the matters receiving assent by the end of 1977. So said the Committee on the European in its third report, as November. We are the second week of 1977, and no Bill has been published. The House is in the throes of any idea of a Bill dealing with the end of this month is the purest fan-

risingly, a growing MPs are beginning to seriousness of the Government to honour the en by the Council of the European Commission, according to first direct elections (or open Assembly) (or any by which it calls) should be about the Community date in May or June

AFRICAN ESTRANGEMENT

he first time that closed its frontier, but the latest is still nearer the East African. The temporary is therefore probed by an Kenya with tourism. Tanzania has deities' tourist trade towards the end of Tanzania of course re that it can have possible vehicle of Airways—and any of Kenya property attributable to air and tourism, its corporation's assets, with the unpaid

the arts

Tip, ar, Yehudi Menuhin, distinguished friends (y 24) and Lord 1) have made a ding case on the 4 common sense for, even in times of eny, of the present bidy for the arts, an allowance for ens our contribu- ing of this particu- ment grants, less lead of the popula- pittance compared er countries. es would be foolish for the arts merely ideo by all for the s of the few. There as which I suggest g for increasing stance as soon as ter times, not only and music festival the conservation of ancient monuments, art galleries. Every we spend on these in fact, an essen- in one of Britain's industries, tourism, tors do not come Mediterranean sun- ber. Eighty-eight or general sight-see- visits to historic to make old bones. The best side I can draw up from the guests is Ponsford, Rigg, Chipperfield, Fellow, Ryder, Barnett (W.K.), O'Reilly, McCormick, Grinnett, Eberhart.

timetable, would not be sorry at all. Nor, probably, would the Labour whips. Nor, certainly, would Transport House. The Labour Party as such is hostile to direct elections, both on principle and for reasons of party tactics. Direct elections held before the next general election would almost certainly follow the pattern of by-elections and local government elections: a low Labour turnout and a high swing to the Conservatives. Since the Government refuse to hold them under a proportional system, and since the distorting effect of the single-member constituency "first-past-the-post" system will almost certainly be magnified by the size of the Euro-constituencies, the swing is likely to assume landslide proportions. Mr. David Steel (admittedly an interested party) has calculated that it could leave the Labour Party with as few as seven of the eighty-one seats.

There is little danger of the Bill once tabled failing to pass, but it is likely to pass with more Conservative than Labour support. The Government can expect a bad time from their own back-benchers, and they are already having a bad enough time over devolution. That is probably the real reason why they have delayed publishing the Bill on direct elections, for its appearance is likely to make the task of obtaining a guillotine on the devolution Bill even more difficult than it already is. Mr. Foot would certainly like to get devolution out of the way before broaching the subject of direct elections at all.

Mr. Callaghan and Mr. Crosland, however, should have different priorities. They must be well aware of Britain's present weak position within the European Community. Although as Chairman of the Council of Ministers we are supposed to speak for the Community as a whole, there is a whole range of issues on which we are painfully isolated. We refuse to devalue the green pound. We break the rules by subsidizing

presidents, nominally the board of management of the Community, have not conferred since 1971). Thus an attempt to share the overheads of poor countries, started by the colonial authorities as far back as 1902, and developed by them almost to the point of federation when the three territories became successively independent between 1960 and 1964, is ending in estrangement and recrimination.

The underlying incompatibility is that Kenya has become more prosperous than the other two, but jibs at paying all the costs and overheads of every joint enterprise. Something like 80 per cent of EAA's revenue is accounted for by international flights to Nairobi. But Tanzania needs an extensive and expensive network of local air services to link its greater rural areas. In a genuine political federation, policy might dictate offsetting one against the other. It was not possible to do so indefinitely when so little sympathy remains between the three territories at other levels. Kenya is impatient at the injury to its airborne trade when EAA aircraft are grounded for lack of cash, and has taken a business decision to set up on its own. Uganda has quarrelled with Kenya likewise because Kenya will not indefinitely subsidize all the fuel and maintenance bills on the Kampala-Mombasa railway left unpaid because of General Amin's political and military extraganzas—though he is more

The British Tourist Authority monitors the facts and advertises our wares throughout the world. More people, especially in Westminster, should be aware of the results.

The EEA's Vice-Chairman, Lord H. H. Vane, and Colossus, and Athens its Acropolis. We have the Bloody Tower (with 2.5m visitors last year paying £1.5m for the privilege of meeting the Yeomen), and an abundance of other sights which is the envy of Broadway.

In 1974 the value of tourism, including the fares paid by foreigners travelling on British carriers, was 10.8 per cent of Britain's invisible exports and 4.2 per cent of our total exports. In the same year the value of tourism was fifth in the list of Britain's visible exports:

Non-electrical machinery £3,081m
Chemicals £2,146m
Transport equipment £1,839m
Electrical machinery £1,132m
Tourism £1,076m

In 1975 the total tourism earnings from hotels, restaurants, shopping, plus fares on British aircraft or ships, came from £1,076m to £1,438m, which is 13 per cent of Britain's invisible exports and about 5 per cent of our total exports. The estimate for 1976 is £2,000m.

There were nine million visitors to Britain in 1975, but 1976 broke all records. The latest figures show an increase of 14 per cent on the second quarter compared with a year ago, and they spent £346m in that period; 43 per cent higher than a year ago because of the exchange rate.

pigmeat. We hold out for lower farmgate prices than other countries with more powerful farming constituencies are willing to accept. We insist on a larger national fishing zone than other countries consider we are entitled to. Our whole attitude to the Common Agricultural Policy is heretical, and moreover we are unlikely to be enthusiastic about the conclusion reached last week by Herr Schmidt and President Giscard d'Estaing, that in 1978 the Community should resume progress towards economic and monetary union, "the compulsory phase on the way to European union".

The Government have good and sufficient reasons for their position on some of these issues, but with so many disagreements to smooth over Mr. Callaghan and Mr. Crosland will look very ungracious hosts indeed, when the European Council meets in London next June, if they have to say that owing to the difficulties of their parliamentary timetable direct elections cannot after all be held at the appointed date. They may have hoped at one time that the French or the Danes would be in the same position. But in both countries the main constitutional and political obstacles have now been overcome. If the Community is unable to hold direct elections in May or June 1978 it will be inescapably Britain's fault.

That still need not happen. If the Boundary Commissions' proceedings for public hearings were compressed without being altogether moved, the commissions would surely be able to draw constituencies that were generally accepted to be fair enough in a relatively short time, given that it is proposed to form the Euro-constituencies by grouping together already existing parliamentary ones. If the law were passed before the European Council meets in June, that would surely still meet the case. But it should be passed by the end at latest if Britain is not to cut a truly pathetic figure on the European stage.

dependent on the line than Tanzania is on EAA.

Political differences have widened. Kenya and Tanzania are still civil constitutional regimes; Uganda is part of caesarist and military Africa, where concepts of law, contract and administration are different. Tanzania is impoverished like Uganda, but by nature's niggardliness rather than human wastefulness and folly; in irritating contrast, Kenya enjoys relative affluence. The Tanzanians, from their stance of lofty socialist principle, affect to despise the foreign multinationals, western tourists and neo-colonialist money-bags generally. Kenya notes, not inaudibly, that Tanzania's socialism is an inefficient and often oppressive sham, and that the country is not too proud to live off IMF loans and surcharges on the freight on Zambia's sole lifeline, the Tanzania railway. They note that Tanzania is suddenly finding tourism less degrading than it first thought.

The danger is that these differences will lead to political gangling on Kenya, which is under threat from Somalia, has lost its ally in Ethiopia, and suspects that arms are flowing to General Amin's growing forces through Tanzania. From a business angle Kenya may do well to cut itself free from its partners. But the tragedy is that a naturally interdependent region should become truly balkanized out of spite, jealousy and mismanagement.

heritage in all its forms should be high on the list of priorities when we turn that elusive corner. Business is business. Yours, etc. HUGH CUDLIFF, House of Lords.

Future of the NHS

From Dr J. W. Paulley
Sir, This country's disregard for the experience of others was always foolish but for a long time now it has been suicidal. In your leader (January 31) you said "No public service that spends 6 per cent of the Gross National Product, as the NHS does, can ever hope to be free of close governmental oversight". Most comparable societies such as Norway, Holland and Germany spend a greater percentage of GNP yet manage to insulate their health services from being abused as political playthings and circumvent diversions, and do it without our own peculiarly justifying form of bureaucracy. The Times would perform a valuable service if it were to tell its readers how such countries achieve this, rather than concerning the Royal College of Physicians' recommendation, and now the Liberal Party's as well, to distance the NHS from the cockpit of day to day political controversy. One reason I suspect is that other countries encourage, rather than discourage, individual contributions by a substantial number of their people, and because provision of health care is looked at from a view point of reality rather than that of an outdated credo. It is considerations such as these that permit a less "close governmental oversight" than is at present thought to be indispensable here. Yours faithfully, J. W. PAULLEY, 51 Angelsea Road, Ipswich, Suffolk.

Curbing the bombers

From Lieutenant-Colonel S. G. Styles, GC RAOC (Retd)
Sir, The explosions in London and Northern Ireland last weekend must surely convince us that in spite of great efforts by our police and security forces, often tragically achieved by unflinching sacrifice, the terrorist, anarchist, dissident or ill-disposed person may still strike at will with his bombs. The key component of an improvised detonating bomb is the detonator, over which there is, at present, less than adequate control and we shall remain vulnerable so long as nothing is done about it. There seems to be a disturbing reluctance in the present Government to even admit that there could be improvements in any part of the law as it stands covering explosives and explosive devices.

However, we can take encouragement from a Bill that is to have its second reading in the House of Lords on February 8. Lord Brookeborough is to set out proposals for a Bill to extend an existing and simple marking scheme to cover all detonators, and, incredible as it must seem, make accounting for detonators mandatory for the first time since the Explosive Substances Act of 1875 was made law. In addition Lord Brookeborough will call for strict penalties for breach of the new law.

It is inconceivable that such simple proposals should be opposed and the events of February 8 and subsequent statements in the House of Lords should show us whether we are sufficiently determined to curb the despoilers in our midst. Yours faithfully, S. G. STYLES, London, SW1, January 31.

Lady Falkender

From Lord Langford
Sir, Surely it is time that the sneering at Lady Falkender came to a stop? There was plenty of fawning on her in her days of power. She might console herself by recalling what W. B. Yeats (in my not always accurate recollection) said about George Moore, who had compared her to a woman who had taken of aesthetics and art know better than they do? Yours, JAMES LEES-MILNE, Essex House, Brompton, Gloucestershire, February 5.

Some passing dog defiles. I have never been intimate at No 10, least of all when I took my departure from Sir Harold Wilson's Cabinet. But in my experience, no Prime Minister has ever taken so much trouble over correspondence from individuals in distress. Much of the credit for that must go to Lady Falkender and no one can take it away from her. Yours sincerely, LONGFORD, J. Tavistock Chambers, Bloomsbury Way, WC1, February 7.

Canterbury and Rome

From Mrs Katharine Husain
Sir, In the letters appearing in your columns one looks in vain for the views of an ordinary Catholic regarding the recent joint statement on authority. Catholics have been taught, and believe in, the Petrine texts and other dogmas which stem from these texts. The faith which bestows this belief is in God. It is a hard saying but we do thus believe. If these teachings and dogmas are to be changed Catholics cannot change their beliefs and therefore they will not accept such changes.

The results, if this document is implemented, will be some sort of free for all "Religion" which will interpret the Scriptures and morals as it sees fit with the danger that indifference will be the order of the day. As far as Catholics are concerned this "religion" would not be the Holy Catholic and Apostolic Church, as founded by Christ and believed in by Catholics for 2,000 years.

The late Cardinal Beaman once said that you cannot turn down the Catholic Faith to accommodate unbelievers or in order to obtain either so called unity or some sort of federation of Christians which might or might not embrace inter-communion. Such a federation would be unacceptable to Anglicans and Non-conformists as well as to Catholics, splinter groups would multiply even more than they have done during the past decade and what would be a calamity for the world there could be a schism in the Catholic Church. Yours faithfully, KATHARINE HUSAIN, 42 Oakhill Court, Edgware, Middlesex, SW19, February 2.

Index-linked pensions

From Mr W. L. Kendall
Sir, In your issue of February 2 you published a letter from Mr. Harcourt's about index-linked public service pensions, in which he suggested that much of the criticism would be stopped if the pensions were increased in line with earnings rather than prices. A fascinating argument.

The National Staff Side, speaking on behalf of Civil Service trade unionists, have always maintained that the proper way to increase pensions is to do so in line with earnings. If this had been done at the time of the last review, the rate of increase would have been 16.8 per cent instead of 13.8 per cent. It is not true that public service pensioners as a whole are getting higher incomes than wage earners during the present incomes policy. They are still worse off, particularly as the increases are applied to smaller incomes. The average increase in December last year was 22.40 a week which is less than the current minimum of £2.50 a week allowed for wage earners under the present stage of incomes policy. Yours faithfully, W. L. KENDALL, Secretary General, Civil Service National Whitley Council, Staff Side, 19 Rochester Row, SW1, February 2.

The future of Mentmore Towers

From Mr James Lees-Milne
Sir, What worries me particularly is the cynical indifference or the lamentable lack of vision of—let us say the Treasury? The Cabinet?—at any rate our rulers. The 6th Lord Rosebery dies. His son and heir the 7th Lord Rosebery is faced with several million pounds in death duties. The Government is empowered to accept for the exclusive benefit of the public in lieu of this money a house and collection which, in the eyes of discerning people, constitutes one of the glories of Britain's peak of greatness.

What does it say? That it is sorry, it cannot afford to give to the public in the shape of Mentmore the millions of pounds which it has just taken from the present Lord Rosebery. But supposing the 6th Lord Rosebery had not died, it would not have had these particular millions to fritter on other "more urgent" needs.

Then there is the Vale of Belvoir, a most beautiful stretch of still unspoiled country in the Midlands, an oasis in a desert of industrial wilderness. We do not yet know what the outcome of the monstrous threat to this oasis is to be. But why leave us in a moment's doubt and uncertainty? The Government has the power to forbid this hideous exploitation by a flick of the hand. Why does it not do so? Because it is either blind, or hostile to the traditional beauty of the English landscape, or it cannot look beyond its beastly nose. It believes that the Vale of Belvoir is worth dealing for ever for the sake of a commodity, the yield of which will be exhausted in a decade.

Every year we are told proudly that another million foreigners have visited these islands. They do not come, you may be sure, to enjoy our cooking, our weather, or even to admire our strike-bound nationalised industries. They come to enjoy our rapidly dwindling landscape, and the historic buildings and collections which are the unique contribution this country has to offer to the world.

For God's sake, can't the Treasury, Cabinet, our rulers, take a long view and once pay heed to the people who are masters of aesthetics and art know better than they do? Yours, JAMES LEES-MILNE, Essex House, Brompton, Gloucestershire, February 5.

From Mr George Howard
Sir, The forthcoming dispersal of the historic collections associated with Mentmore illustrates only too tragically the threat which hangs over the majority of historic houses and their collections. The impression has been spread abroad that the arrangements for exemption of heritage property under capital transfer tax legislation would safeguard such collections and historic houses, but in fact they have ignored the association of the majority of such houses with agricultural estates. The rates of duty on this and other property, whether under estate duty or capital transfer tax, reinforced by the crippling sums which accrue in interest on these rates, are usually too high to be specifically concluded, are such that capital taxes can only be paid by sales of land or works of art, and it is the latter which are often the first to go.

The sale of the collections gathered at Mentmore, and the threat to the house itself, have aroused less outcry than would have been the case in many other houses. This is partly because the house and its collections have never been on public view but is also due to a lack of awareness of the architectural qualities. Despite an increasing appreciation of Victorian buildings,

Workers on the boards

From Mr J. M. M. Hill
Sir, In his recent comment in The Times on Saturday, January 29, Mr. Jack Jones says: "The right to elect our government is a recognized principle of our democratic system. Is there any reason why such a principle should not be applied to industry?" The answer surely is "yes", since industrial organizations and sovereign states are very different social systems. We become members of our country usually by being born in it and after 18 years attain the right to vote. Our membership of our state is usually life long and procedures for relinquishing citizenship and becoming renaturalized elsewhere are complex. Moreover, it may fairly be asked whether the state has any function beyond the protection and welfare of its citizens.

Industrial organizations by contrast are established to carry out work at a profit, which they do by making contracts with their members in relation to specific tasks. The parties to these contracts enter into them freely and can freely renounce them at any time by giving notice of their intention to do so within whatever legal constraints are established. The fact of labour turnover demonstrates that the membership of most industrial organizations is highly transient and most entrants to a firm spend only a short time in it before moving on. A term like "industrial democracy" confuses the issue since it

The Banabans

From Mr Henry F. Naisali
Sir, To us Pacific Islanders, reading of the reactions of the British Press, and press to the judgement given in the Banaban case, the ironies of the situation are almost more than we can bear. The Banabans, by Pacific Island standards, are a rich, well off people living in a fertile island conveniently placed near to metropolitan Suva, capital of Fiji. They have received many millions in phosphate dollars. To us they seem a very lucky people. And yet the British task of giving them more money. By comparison, my people in Tuvalu (formerly Ellice Islands),

those in private hands are still not generally accorded the respect and affection given to the great houses of earlier centuries. Mentmore with its collections may be little more than a hundred years old, but the totality is just as historic as those which have lasted for two or more centuries.

It is really too late for the Government to take rapid action to halt this dispersal? Could the National Land Fund not be used, even at the eleventh hour, for the purposes for which it was intended? To accept the house and its collections in satisfaction of estate duty would accord with the principles of the present Government and would be of great benefit to the public, who would for the first time be able to see the magnificent works of art in the splendid surroundings designed for them. Nor would it have any significant effect on the economic crisis through which we are passing; indeed, there would be a positive benefit to the tourist industry.

If Mentmore goes, it is a dire signpost to the future which will overtake many other historic houses and their contents. Yours faithfully, GEORGE HOWARD, Deputy President, Historic Houses Association, 64 St. James's Street, SW1, January 27.

From Mr Francis Russell
Sir, It is curious to read that Mr. Daniels (Letters, February 2) dismisses the extraordinary collection at Mentmore as a "heterogeneous accumulation of prestigious loot". Presumably his museum is spared the anathema because its loot is less prestigious.

However, this may be the likely outcome of the sale is surely misjudged: the Venetian chairs will go not to Venice but to the United States; the French furniture will find a new home not in the Trianon but on the Persian Gulf; while the Rubens chimneypiece will be reassigned not by Antwerp but for a pension fund. Their unnecessary departure will be followed by the destruction of Paxton's prodigy house, which was built expressly to house its owner's great collections and will without these lose its meaning.

Yours &c, FRANCIS RUSSELL, The Grange, East Hamney, Wantage, Oxfordshire, February 2.

From Mr Simon Houffe
Sir, Mr. Jeffrey Daniels is quite correct (February 2) in thinking that the national significance of a great nineteenth century collection like Mentmore can be overestimated. While the correspondence, furniture, the defence of the Rothschild treasures, hardly a voice has been raised in protest about the dispersal of the John Evelyn Library. This surely has a much greater national significance? It is the working collection of a scholar, gardener, architectural amateur and man of science at a crucial period for the formulation of new ideas at the end of the seventeenth century. Evelyn and his friends in the Royal Society shaped our intellectual progress in a way that the Rothschilds palpably did not.

It seems, however, that glamour and gloss are the criteria for judging things of national importance today, rather than solid relevance. Presumably Evelyn's Library will be purchased piecemeal by United States institutions, each with its own impersonal, rapacious style of collecting, characteristic of the Rothschilds in the last century.

Yours faithfully, SIMON HOUFFE, Avenue House, Amphil, Bedfordshire, February 2.

confuses two kinds of social system and implies that one can be understood only with reference to the other, even though their properties are different. Some kind of representative system is of course a most useful device in industry and can strengthen management by providing a means whereby authority can be sanctioned but this is not to imply that the process involved are identical with political processes.

Moreover even a well developed representative system, useful as it is, may be limited in the type of communication which it can handle and may become preoccupied with issues that can be bargained about such as pay and conditions of work. It is usually unresponsive to deeper psychological or social needs of individuals, even where these could be dealt with within a work organization. It is possible that at least part of the inflationary pressure over recent years comes from the tendency of representative systems to translate psychological needs into physical demands.

The need is for work places that are both more effective at achieving their primary tasks and more humanly responsive to the needs of those who work in them, whether these needs can be easily articulated or not. Invaluable political analogies are unlikely to achieve either of these aims. Yours faithfully, J. M. M. HILL, The Tavistock Institute of Human Relations, Tavistock Centre, Belsize Lane, NW3.

four times as numerous, have nothing. We are shy specks in the middle of the Pacific far from anywhere. After 70 years of colonial rule we still have no safe way of getting ashore through the reef passages to our islands, no air service, little employment and scant hopes of economic development. And yet the British government has recently cut its aid allocation to us.

To those that have, more shall be given, and Britain does not want to know about those who really are in need!

Yours faithfully, H. F. NAISALI, Ministry of Finance, Pohnpei, Tuvalu, January 26.

Burial of nuclear waste

From the Chairman of the United Kingdom Atomic Energy Authority
Sir, Professor Tumerman completely misrepresents me in his letter (February 4). I had made my views plain in my letter (December 23), in which I said:

"I do not believe the burial of nuclear waste in Russia or anywhere else could have led to an accident remotely resembling that described in the New Scientist article. The probability of there being any nuclear reaction is extremely remote and even accepting that remote possibility, the probability that it could have led to the consequences described is even more improbable. There may have been some other accident, but at a time when the public are concerned about the problems of nuclear waste I feel I should make it absolutely clear that in my view the burial of nuclear waste could not lead to the type of accident described."

I would repeat that at no time did I say that there had been no accident in Russia but only that if there had been an accident such as that described by Dr Medvedev it could not have been due to the burial of nuclear waste. I wanted to make that clear at the time because of concern in Britain over the disposal of such wastes.

Elsewhere Mr Patterson of Friends of the Earth has challenged my view by referring to a situation which occurred in waste disposal trench at the Hanford reservation of the United States Atomic Energy Commission. These steps were taken to remove soil contamination with substantial quantities of plutonium because of the remote possibility of a nuclear reaction.

An examination of the published evidence given to the United States Congress's Joint Committee on Atomic Energy in 1972 makes it clear that even in the highly improbable situation of a nuclear chain reaction having occurred the results would have been primarily confined to the trench with no effects outside the site.

This assessment is entirely consistent with our own analysis of the situation. I should perhaps add that the practices which led to the situation at Hanford would no longer be permitted there and have never been permitted in this country. Yours faithfully, JOHN HILL, Chairman, United Kingdom Atomic Energy Authority, 11 Charles II Street, SW1, February 4.

Partition of Cyprus

From the High Commissioner for Cyprus
Sir, Your Nicolaos correspondent Mr. R. Risk reporting on the first meeting between President Makarios and Mr. Denktash on January 27 (The Times, February 3) writes that President Makarios suggested that the Turks might have 28 per cent of the island while Mr. Denktash said he would prefer slightly more than 32 per cent, but acknowledged that the figures were negotiable.

It is not correct that the President suggested that the Turks might have 28 per cent of the island. As a matter of fact in last year's proposals of the Cyprus Government to the Turkish side the figure suggested for the area to be administered by the Turkish Cypriots was 20 per cent. The Turkish community constitutes 18 per cent of the population.

Yours faithfully, C. A. SHAWCROSS, High Commissioner for Cyprus, 93 Park Street, W1, February 3.

Laying the blame

From Mr William Shawcross
Sir, Bernard Levin avers (February 2) that I am "one of the Americans" for what has befallen Cambodia. Not so. I argued specifically and, as he says, "at some length" in the article to which he refers that blame should be attached to Richard Nixon and Henry Kissinger. The Americans and their institutions were strong enough to resist the abuses of power committed by the Nixon-Kissinger White House. The Cambodians were not so fortunate. Yours, WILLIAM SHAWCROSS, 2842 28th St. NW, Washington DC, February 3.

Centenary test guests

From the Secretary of the South African Cricket Association
Sir, The list of those former England and Australian cricketers who will be guests at the Centenary Test to be played in Melbourne from March 12 has come my way. How interesting it is that the eleven England players are now over 70 years in age who figure in the list make an ideal England team. They are, in batting order:

	Age
1 Herbert Sutcliffe	Yorkshire 82
2 Andy Sandham	Surry 86
3 Bob Wyatt	Warwick 75
4 Frank Woolley	Kent 89
5 Les Ames (W.K.)	Kent 71
6 Eddie Paynter	Lancs 75
7 P. G. H. Fender	Surry 84
8 G. O. Allen	Middlesex 74
9 H. G. Richards	Notts 72
10 George Garry	Leicester 83
11 Tommy Mitchell	Derby 74

The average age of this team, which really does fit all needs for every occasion, is 79 years. Australian Test players seem less likely to make old bones. The best side I can draw up from the guests is Ponsford, Rigg, Chipperfield, Fellow, Ryder, Barnett (W.K.), O'Reilly, McCormick, Grinnett, Eberhart.

Although of average age some four years less than their opponents (with a wicket-keeper still but 68) and for all the menace of the Grimmett/O'Reilly combination, most of us would fancy the chances of the team that any one of Fender, Allen or Wyatt might skipper.

Yours faithfully, CHARLES FORTUNE, PO Box 5509, PO Northlands, 2116, Transvaal.

Potentially commercial gas find by BP off Lincolnshire coast

By Roger Vielvoys

A small but potentially commercial gas field has been found by British Petroleum about 10 kilometres north-east of its West Sole gas field in the southern basin of the North Sea, off the coast of Lincolnshire.

The reservoir is on acreage formerly leased by Texaco and Standard Oil of California (Socal) but later handed back to the Government. BP said yesterday that a well on the block 48/7B had been suspended after testing gas at 10 million cubic ft a day.

Experts from BP are now evaluating the find. Chances of the discovery being developed commercially are good. It could be exploited with a single drilling platform linked by pipeline to the processing facilities on the West Sole field.

Texaco and Socal still hold the southern portion of the block, where they drilled two wells which produced small oil flows that were not considered commercial.

Another North Sea participation agreement was announced yesterday—this time with ICI covering its 26 per cent share in the Nianian field.

The British National Oil Corporation will have access to 51 per cent of ICI's oil from Nianian under the agreement but the company will have the option to buy back oil of comparable quantity and quality at a market price for use in its British petrochemical operations. ICI will also transfer to

BNOC part of its voting rights in the consortium.

BNOC already has a 30 per cent stake in the consortium that controls the section of the Nianian field in block 3/3 and has an outline agreement with Chevron, the other major shareholder.

The Department of Energy has replied to complaints from the European Commission that its interest relief grants scheme for United Kingdom suppliers in the North Sea is unfair to companies from other EEC countries.

It has told the Commission that the scheme is designed to counter cheap credit facilities that are available in the EEC and in countries outside the Community.

Saudis may compromise on price

By Our Energy Correspondent

Saudi Arabia and the United Arab Emirates might be prepared to increase their oil prices by a further 2.5 per cent if the 11 other members of the Organisation of Petroleum Exporting Countries (Opec) make a 2.5 per cent cut in their prices.

This would produce a 7.5 per cent increase on last year's crude prices and would end the two-tier system which came into operation on January 1 after the split in the organisation over prices.

The latest hint of a compromise comes in the *Middle East Economic Survey (MEES)* and follows the rejection by the Saudis of a proposal by Mr Abdulaziz bin Khalifa al Thani, the Opec president, for an across the board 10 per cent rise.

He had suggested to the Saudis that if they would accept the 10 per cent increase for the rest of the year, the other 11 members of Opec would drop their plans for a further 5 per cent rise in crude oil prices from July 1.

According to MEES, two other compromises are being discussed by Opec members. The first is that the two-tiered system should be left until July 1, when Saudi Arabia and

the United Arab Emirates would increase their prices by 5 per cent in return for the other 11 members dropping their second 5 per cent rise.

There is also a proposal that the 11 should drop their price by 5 per cent and that all 13 members would increase their prices by 5 per cent on July 1.

Other Opec sources suggested yesterday that Saudi Arabia and the UAE might be prepared to accept a compromise that would average out the price increase for the year at 7.5 per cent but added that this idea might be difficult to sell to some of the hard line members of the 11.

Retail sales setback confirmed

The final seasonally-adjusted index of the volume of retail sales in December is 108.3 (1971 = 100), close to the provisional estimate. This indicates a slightly lower level of trade than in November.

These figures were published by the Department of Industry yesterday.

RETAIL SALES AND HP

The following are the seasonally adjusted figures for the volume of retail sales and value of new instalment credit released by the Department of Industry:

	Sales by volume 1971=100	New credit extended £m
1972	105.8	2,497
1973	110.7	2,871
1974	109.9	2,517
1975	107.9	2,992
1976	108.1	3,506
1975 Q1	111.1	715
Q2	109.2	759
Q3	105.4	749
Q4	105.7	789
1976 Q1	107.3	844
Q2	107.6	875
Q3	108.9	915
Q4	108.5	972
1975	106.6	265
1976		
Jan	110.2	282
Feb	106.8	276
March	105.4	280
April	108.8	291
May	108.8	292
June	107.3	282
July	108.9	281
August	108.9	305
Sept	108.9	319
Oct	108.1	310
Nov	109.2	332
Dec	108.3	330

r revised
p provisional

Fresh start for Villiers plant

The former Villiers engineering factory in Wolverhampton was back in production yesterday on export orders. Wolverhampton Industrial Engines, the new company, has been set up with the help of a £200,000 government loan and aims to build 25,000 engines in its first year, of which 75 per cent will be going abroad.

Weir Westgarth wins £50m order in Dubai

Weir Westgarth, of Glasgow, has won an order for six desalination plants in Dubai, worth more than £50m.

Work on the project, the largest ever undertaken by a company of its size, will be carried out by a consortium of Weir Group, the largest single export order ever awarded to a Scottish company, is to start early this year.

JOHN DEERE OVERSEAS CAPITAL CORPORATION

DEERE & COMPANY

5% Guaranteed Debentures Due 1986

Convertible Into Common Stock of Deere & Company

Notice of Expiration of Conversion Right

The right to convert the Debentures into shares of common stock of Deere & Company expires on March 15, 1977.

Upon conversion, Debentureholders will receive Deere & Company common stock at a rate of 52.98 shares for each \$1,000 Debenture converted. The market price for 52.98 shares on January 14, 1977 was \$160.26 based upon the closing price as reported on the composite list of the New York Stock Exchange on that date.

The most recent quarterly dividend of 27 1/2 cents a share was equivalent to \$14.57 on 52.98 shares; the quarterly accrued interest on a \$1,000 Debenture is \$12.50; interest is paid semi-annually each June 15 and December 15.

The conversion price of the Debentures is \$18.875 with any fractional shares resulting from the conversion of one or more Debentures paid in cash. No adjustment for accrued interest or dividends is made upon conversion. The market price of Deere & Company stock fluctuates and the rate of quarterly dividends is subject to change.

The Debentures may be converted into the equivalent number of shares of Deere & Company common stock by presenting them for conversion to:

Citibank (First National City Bank)

New York Corporate Trust Office, New York

London (city office), England

Brussels, Belgium

Amsterdam, Netherlands

Paris, France

Milan, Italy

Deutsche Bank (head office), Frankfurt, Germany

This notice is a reminder only and is not a recommendation to convert the Debentures or to take any other action concerning them. Conversion of the Debentures, and all other rights of Debentureholders are subject to the terms of the Indenture dated June 15, 1966 with The Chase Manhattan Bank (National Association), Trustee.

Nordic newsprint suppliers accept lowering of price rise

By Edward Townsend

Nordic newsprint producers yesterday bowed to strong pressure from United Kingdom newspapers and agreed to cut a £40 per tonne increase to £27.

The increase, operative from January 1, means that the price of 48.8 grammes quality newsprint from Sweden, Norway and Finland will cost £235 per tonne instead of the £248 originally demanded.

The effect of the original rise, which both Canadian and Scandinavian suppliers imposed, would have been to add £48m to United Kingdom publishing costs this year. The reduction cuts the extra cost by a third to about £32m.

As a result, newspapers are likely to impose only one increase in cover prices this year, although they are certain to face demands from the newsprint producers for another stiff rise early next year.

The Scandinavian decision to cut the increase follows last week's similar move by one of the leading Canadian suppliers. Others, including domestic producers, will have little choice but to follow suit.

The greater part of the increase is to cover losses incurred by the producers because of the falling value of sterling. But the United Kingdom Newsprint Users' Committee, representing provincial and national newspapers, argued that since November, when the £40 increase was announced, the pound had improved sufficiently to make such a rise unjustifiable.

Under the new terms, the £27 increase will apply as long as the pound's value does not fall below £1.65, when further compensation would be sought. Equally, should the pound rise to more than £1.75 additional downward adjustments will be made.

The £27 includes a "real" increase of about £7 per tonne for the mills, but the producers are keen to stress that this could be wiped out if the pound falls in value.

The Nordic producers' cut is in line with the traditional policy of all the suppliers charging the same price.

BSC cuts coil and sheet costs

Our Industrial Correspondent

Plans by the British Steel Corporation to cut the price of hot rolled coil and sheet products by offering a rebate of £10 a tonne in an attempt to meet competition from imports produced a mixed reaction among the corporation's customers yesterday.

The stockholding industry has built up substantial stocks of a whole range of the BSC's products in expectation of an upturn in demand—not likely to materialize until the autumn at least. Now it faces losses of £10 a tonne on stock of hot rolled coil and sheet products already bought and laid down in warehouses.

Many customers, however, have welcomed the BSC move at a time when prices tend to rise rather than fall.

The BSC is attempting to win back the share of the market lost to imports over the past three years and also to compete with the price at which imported hot rolled products—particularly from the Far East—are being landed in Britain.

But the private sector, a major customer of the related products which are bought for further processing by steel rolling companies, expressed serious reservations about the move. Customers said demand had reached such a slack level that any cut in price was unlikely to produce a marked improvement in their demand for the cheaper priced products.

Shipbuilding talks in Paris today

From Peter Hill

Japanese delegates to tomorrow's talks here on measures to deal with the world shipbuilding crisis are expected to offer some concessions to their European counterparts.

But the proposals are likely to fall well short of the European desire to see a more equitable sharing of the world market for new ships, but efforts to resolve the impasse will continue.

European delegates to the two-day meeting of the Organization for Economic Cooperation and Development's committee on shipbuilding want Japan to agree to an equal sharing of the world market for new orders—a proposal rejected by the Japanese on the grounds that such a scheme would be unworkable and counter to the principle of free trade.

Japanese officials have indicated that instead they will offer to limit Japan's share to a given base year level—likely to be 1975, when they had 50 per cent of the market—and the rest would be shared between European and Third World countries.

But the Europeans will almost certainly reject the offer. It would provide Europe with only between one and two million tons gross until 1980, since the balance would almost certainly be soaked up by expanding shipbuilding plants in Third World countries.

Basic products for construction and forecasting. In wider terms, the system is expected to penetrate into the technical, scientific, commercial and financial environments.

Computer news

On privacy, the CSA aims to influence proposed legislation in Britain and abroad. In particular, the CSA will emphasize the cost implications of proposed laws and will monitor and protest any movement likely to be detrimental to computing services on the national or international scene.

Activities within the framework of the European Computing Services Association include preparation of a common computing services industry conference in 1978.

Varian's new mini

A new time-sharing computer system which is being aimed at users in civil engineering, scientific and technical design and research, has been announced by Varian Data Machines, Walton-on-Thames, Surrey.

Known as VAMP/3, the system combines the Varian V77 minicomputer hardware with the latest version of the MP/3 operating system developed in the United Kingdom by Alcock Shearing & Partners.

Immediate applications for VAMP/3, which will cost between £20,000 and £30,000, are primarily in civil engineering, scientific and technical design and research, education and forecasting.

Newbury VDU/printer A combination of microprogrammed visual display terminal plus a printout unit for £1,850 has been announced by Newbury Laboratories of Newbury, Berkshire.

This, it is believed, is the first time that a programmable combination of this kind has been available for less than £2,000.

Newbury's turnover for 1976 was £750,000, of which 10 per cent represented exports. Turnover for 1977 is expected to double to £1.5m, with exports accounting for 25 per cent of sales.

Zeus Hermes micros

Zeus-Hermes, the London software consultancy, has set up a new division to handle microprocessor-based systems.

Known as Micro-Z, the new service will include the provision of application-based software to run on a client's own machine, or a complete microprocessor system from initial consultancy, through design and implementation to handover of both hardware and software.

Kenneth Owen

Bank employees in the role of Inland Revenue informers

From Mr R. F. Pearson

Sir, Mr W. Vose, assistant secretary of the National Union of Bank Employees, proposes (letters February 1) legislation to relieve his members of their duty of secrecy where in the course of dealing with customers' business they perceive indications of tax evasion.

Legislation, to be effective, must embody a penalty for non-compliance. His members would therefore exchange their role of "reluctant" confidants for that of "enforced" spies.

This proposition is just another step in the insidious advance to the corporate, and eventually police, state, where neighbour spies on neighbour, no confidence is safe and suspicion poisons all social harmony. Where would it stop?

To most Englishmen the whole concept will be obnoxious. No doubt Mr Vose would not object to his legislation providing for banks prominently to display the notice: "Warning: This staff will report any financial interest in the matter, but wonders whether self-appointed vigilantes like Mr Vose and his brother-unionists are really desirable in a supposedly free country."

Yours faithfully, R. F. PEARSON, Caulley, Courts Mount Road, Haslemere, Surrey, February 2.

From Mr J. K. R. Barnett

Sir, Your correspondent Mr W. Vose (Tuesday, Feb 1) is surely to be admired for the candour with which he acknowledges his eagerness to pry into the affairs of his fellow citizens.

Many people, now inhibited by the repressive taboos of current social conduct from indulging their natural propensity for sniffing and snooping, will be grateful to Mr Vose for the liberation of "mores" (?) to which his recommendations should lead.

One slight problem remains to be cleared up before the Golden Age can begin. If bank employees have the discretion to disclose tax evasion to the authorities, they are surely party to any tax evasion they fail to disclose.

Mr Vose may suggest that about the fines and jail sentences to be imposed on bank employees for negligently failing to report tax evasion to the authorities?

I write as a fully paid-up PAYE worker, who has no financial interest in the matter, but wonders whether self-appointed vigilantes like Mr Vose and his brother-unionists are really desirable in a supposedly free country.

Yours faithfully, J. KEITH R. BARNETT, 38 Rothbury Avenue, Regent Farm Estate, Gosforth, Newcastle upon Tyne 3, February 4.

Unacceptable level of building sector unemployment

From Mr G. T. Bodkin

Sir, Mr Hermon's letter (Public spending cuts: effect on private sector), published on February 4, has hit the nail on the head.

The figure of 14 per cent unemployment in the construction industry quoted by Mr Hermon related to August last year, the latest available data to a dispute in the department concerned. It is hard to envisage that the level, which will be higher now, would be acceptable to industry with union muscle behind it. Unfortunately it is in the nature of construction and of its many suppliers that the labour force is scattered throughout the length and breadth of the country.

In many ways the supplying industries are in an even more difficult position. In most cases they are capital intensive and the direct labour force is not very high. However, the closure of isolated plants in country areas can have a profound effect on local communities. In addition, without this activity there is reduced work for those involved in transport, distribution and the processing and use of the raw materials.

Basic products for construction, particularly aggregates, cannot be exported because of cost factors. Industries like quarrying are, therefore, not flexible, and if allowed to go so could go into decline. Resurgence when needed later would be extremely costly and much of the earlier capital expenditure would have been wasted.

Some recent calculations show that an additional expenditure of about £50m on the part of the Government to preserve employment directly or indirectly for some 5,000 people, not a startling figure, but it compares quite well with some other projects and with job creation schemes. The net cost would be much lower because of saving redundancy pay and unemployment benefits.

MPs and the public should take note of these factors in addition to the wider issues highlighted in Mr Hermon's letter. Perhaps it is not too late for better judgment to prevail.

Yours sincerely, G. T. BODKIN, Director General, The British Quarrying and Slag Federation, Waterloo Place, London, February 4.

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Yours faithfully, J. T. McMULLAN, Energy Study Group, School of Physical Science, The New University of Ulster, Coleraine, Northern Ireland, February 3.

Recruiting the best for British industry

From Mr R. N. Exton

Sir, "Why can't we recruit the best for British Industry?" Production industry too often receives from schools the candidates who are the least well placed in the academically-orientated race to the top. It deserves them, I submit, because it has so far not been ready to invest enough faith and funds in the value of leadership.

Between school and university in Britain more opportunity for work-experience is needed to bridge the communication barrier between the academic world and the world of industry. It is not a valid experience realistically simulated in the schoolroom under the ephemeral influence of the Industrial Society.

A "challenge of industry conference" is the first step, but afterwards there should be a buy or girl to explore possibilities at first hand without actually committing themselves to a career decision? A temporary job sweeping the shop floor is not a valid experience in this context. Exposure to problems and to responsibility situations is what is required.

Why not "national industrial service", a scheme to give selected school leavers work experience in production industry? These opportunities should be awarded on a competitive basis for a period between school and further education, and wholly without strings. The work would have to be carefully chosen and in suitable fields; the wages would be realistic and after it was over, unlike a sandwich course, it would demand no subsequent obligation on either side. The emphasis would be on experience not on training.

For industry it would be a "operational training" but it is not unlikely that many of these young people would be hooked, for they would realize at first hand that production problems are essentially human problems and that arts and technology both good and bad are being declared redundant, but if firms were prepared to

give the scheme a fair trial it could lead to the vital link between the career choice which the young people make and the needs of the shop floor.

As for the cost of the scheme, it would be the price of one student for the Concorde. Yet it is always said that the cost of a thing is the price of the alternative of it.

In Britain we clearly are cost-conscious, but not so obsessed with difficulties that we fail to need to plan for years. The social and financial benefits of an industrial service are inter-linked, require common sense.

If we cannot find the now to involve the best young in the future of industry, it will be far price that we will all pay later.

Yours faithfully, RODNEY EXTON, Headmaster, Reed's School, Cobly Lane, Cobly, Surrey.

Business appointments

Board changes for ICI Plastics Division

Two directors of ICI Plastics Division, Mr A. A. Gibson and Mr C. L. Banks will be retiring on March 31, 1977. Their positions are being filled respectively by Dr B. H. Lichtenburg, already a Plastics Division director who moves to North America on April 1 and by Mr J. T. Harrison, previously the division's chief accountant.

Sir Iain Stewart has rejoined the board of Scottish Television. Mr David Johnston, Controller of Programmes since February, 1976, has been made Director of Programmes.

Mr E. J. Downing has resigned as a director of Warwick Engineering Investments.

Mr Cyril Townsend has been appointed a non-executive director of Lombard North Central. Mr Ernest Jones, secretary, has become a Director.

Mr Alan Kennedy has joined the board of the Thomas Cook Group and will become managing director of Thomas Cook Ltd from April 1, succeeding Mr Ralph Kauter, who will take over responsibilities for the Thomas Cook Group subsidiaries outside of United Kingdom and the United States.

Owing to ill-health Mr D. B. Cameron has resigned all executive duties within the Camrex

Group. He remains a member of the holdings board and has been made a consultant to the group.

Mr A. A. Freeland has become sales director for Hall and Hall. Mr J. N. W. Dudley will be made a director of Cater Ryder and Co.

Mr John Gray has been appointed to the managing director of West, Leigh & Co.

Mr C. D. Bloomfield, Mr I. R. Dickson and Mr A. R. Wood have been elected directors of Vauxhall Motors.

Mr J. H. Dawson is now managing director of Twiflex Couplings.

Mr R. P. Harrison will be Lloyd's Register's new senior principal surveyor for the Middle East area, exclusive of Iran. He will take up his appointment in April.

Mr Robert C. Wickenden has been appointed to the board of Basildon Development Corporation.

Mr Donald Davison has been made chairman of two NCB Coal Products Group companies—National Smokeless Fuels and Thomas Newydd—successors to Mr Leslie Grainger, who is chairman of NCB (Coal Products) and Mr Davison is managing director.

Mr J. U. Kai-Nelson has joined the board of Harrison, Cliff & Goehns (Winners).

Mr John Wallace has been appointed director of technical services at The Birmingham Mint.

Mr D. L. Hodgson has been elected chairman of PA International & Sturge Underwriting Agency, the new Lloyd's Members Agency.

The other directors appointed are: Mr J. F. P. Cheetham, Mr D. E. Colledge, Mr J. R. Crabtree, Mr R. N. Edwards, Mr T. P. Houghton and Mr C. E. Parnell.

Mr Bhaskar Mitter has been appointed chairman of The Calcutta Electric Supply Corporation in succession to Mr Sachindra Chaudhuri, who has relinquished his seat on the board.

Mr E. G. Shore has been appointed production director of Marston Excelsior. He succeeds Mr C. Morris, who recently became managing director.

Lord Ponsonby of Shulbrede, has been made president of Calson World Travel Association.

Mr D. T. Griffiths and Mr C. Morley have joined the board of Pullmanair International Holdings.

Mr Griffiths is the new research and development director. Mr Morley is managing director of Pullmanair UK.

Mr Cooper has become a director of Wink Air Cargo. Mr Keith Collen has been appointed managing director of Insulated Containers Corporation, Smith, who has become chairman.

CCA optimism

From Mr R. H. Smith

Sir, Your Financial Editor's suggestion (February 3) that the Board of Governors' conclusion on reduction of capital gearing ratios on the application of CCA is "a welcome antidote to the gloom about the adverse effects on P & L accounts" is surely optimistic.

Capital gearing ratios have always been, and are increasingly, less important than a company's ability to service borrowed (and equity) capital. CCA will highlight the "deleterious effects" of inflation showing that companies have less ability than is thought not only to replace and strengthen the store of wealth in assets but also to service borrowings.

It will be no comfort to borrowers who have to pay for expensive money to see their balance sheet gearing ratios reduced dramatically by the application of CCA.

Lenders, indeed, may look more closely at the cash flow after CCA than at the new historic gearing levels; they are unlikely to be willing to top up a company's borrowing to restore the original gearing ratio.

R. H. SMITH, 3 The Glens, Donnans Lane, Lindfield, Sussex.

COMPANY MEETING

KILLINGHALL (RUBBER)

DEVELOPMENT SYNDICATE

MR. ADDINSELL'S STATEMENT

The Sixty-seventh Annual General Meeting of Killinghall (Rubber) Development Syndicate, Limited was held on February 7 in London, Mr J. Addinsell, the Chairman, presiding.

As expected, the lifting of restrictions on the use of stimulants in October, 1975, resulted in a better crop for the year ended 30th June 1976, at 327,043 kilos, a useful 5 per cent improvement on that for 1974-75.

Tin tribute, our major source of income, was £97,191. The Chairman of Killinghall Tin has reported on discussions which his board have been having with their sister company, Hongkong Tin and Buntiputra interests on a scheme involving a merger of interests to exploit ore reserves of the two tin companies and the purchase of a large tin

dedge for the purpose. To financial consideration ever the parties to the merger scheme have not to proceed with it native schemes for the tin sub-leases are under consideration.

The profit before tax, £137,280. The Board recommended a final dividend of 5.13 pence per share, making a 6.399 pence for the year year naturally depend upon rate of the tin tribute. The substantial balance profit and loss account maintenance of divide their present level is as the report was adopted.

Agents and Secretaries: Harrisons and Cros

BY THE FINANCIAL EDITOR

Racal's transatlantic poker game

held steady at yesterday's London in the face of a cliffhanger over the American group's control of the company. Racal's share price rose 10p to 154p, while the American group's share price rose 10p to 154p.

But, having decided that needs must be met, Racal is now in a position to raise the question of whether or not FFI can fully play its intended role as industrial investment vehicle.

A lot looks to depend on how far Racal is prepared to pull back on its medium-term lending—which continued to grow last year—and, on the other hand, whether lower interest rates will pull the company's share price back to the level of the American group's share price.

It might, of course, be that FFI itself is seeking out new areas to exploit.

Investment trusts Contrasting views

With would-be rivals lurking in the wings, Guinness Peat thinks it is time to come in with a bid for the London and General Trust which should rule out any possibility of a higher counter offer. United Kingdom Provident, which was expected to bid, has now withdrawn its bid.

Guinness Peat's bid is a 100p offer for the 100p shares of the London and General Trust, which is a 100p share company. The bid is a 100p offer for the 100p shares of the London and General Trust, which is a 100p share company.

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Tricentral Big league aspirations

Second-line oil shares have moved along smartly in BP's and Shell's slipstream over the last couple of weeks, yet Tricentral's continued strength, up another 5p to 132p, has led to a rise of two-fifths since the third-quarter results in December, owing at least something to the bid rumours that have been billowing around the group for months.

If the bid is made, however, were all that was keeping Tricentral's price up, it would be no more interesting than the

half-a-dozen or more supposed firm takeover candidates in the market at present. But there are two developing strands in Tricentral's profit make-up that will transform the group over the next three years and both of those are now working through rather more quickly than expected.

One is the North Sea. After its sticky patch in the wake of the collapse of Tricentral's management to regain its credibility after arranging a £60m government loan to cover its North Sea financing requirements on the strength of a market capitalization five times that of its size.

Interest in the Thistle Field was only to come through at the earnings level in 1980 when government loans are paid off and when it does the shares will be selling on around four times fully taxed earnings while United States tax concessions should drop that by a further point.

Meanwhile, further North Sea drive comes from the prospect of another field on Block 21/18 and the group has hopes of more licences when the next round of allocations are announced this week.

Less appreciated is the strong possibility of more benefits from United States gas interests. Long-term, the recent cold snap in America with its natural gas shortages could well lead to some liberalization of price controls there which have for years inhibited the exploitation of gas reserves; with its reserves only waiting to be developed at the right price that would do wonders for Tricentral.

More immediately, Tricentral could well see some windfall profits if its bid for "small producer status" in the United States is successful since in the convoluted United States gas scene that would enable it to charge higher prices which could be retrospective for maybe a year.

Given that fast-moving earnings action and the promise of a more generous dividend, there can be no "right" price for the shares, though one benchmark could be net asset value some 50 per cent more than the present level.

But I have a suspicion that management would like to move into the bigger league and that sort of leap forward can only come as a result of a merger or a link with a larger group, Ultramar perhaps.

Moore/Lamson Hobson's choice

Moore Corporation's bid for the minority of Lamson Industries puts up one of the major problems of partial bids. The Takeover Panel allowed Moore to make an offer for 52 per cent of Lamson in 1973. That offer was at 100p a share. Yesterday's offer for the minority was 15p less.

The offer squares with current Takeover Code rules, and in today's markets looks reasonable. It takes Lamson out on a p/e ratio of 13, is 50 per cent higher than the pre-bid price.

The advisers to the minority, Schroder Wagg, believe that such an offer must be put to shareholders, and the Scheme of Arrangement, which requires 75 per cent acceptance of those voting (which excludes Moore, of course), is doubly fair while having the advantage to Moore of cancelling any minority when it goes through.

But shareholders are faced with Hobson's choice. There will be no other bid and that is Hobson's choice. If the bid is made, however, were all that was keeping Tricentral's price up, it would be no more interesting than the

Despite mounting unemployment at home and growing pressure from foreign statesmen the West German government of Chancellor Helmut Schmidt is showing no signs of shifting to a more expansive economic policy.

Although the economic summit, which will probably be held in London on May 10, is intended to produce more coordination in economic policy between the leading western nations Germany has already firmly charted its course for 1977.

Last month saw the publication of the Government's economic policy report for 1977 and approval by the Cabinet of the federal budget for this year, drawn up by Herr Hans Apel, the finance minister.

Both make it clear that Germany does not intend to boost its economic growth at the risk of fuelling inflation.

The Government has set a target of 5 per cent real growth this year to follow last year's real increase in gross national product of 5.6 per cent. It expects that the cost of living will rise on average by just under 5 per cent after last year's average rise of 4.5 per cent.

Unemployment, which last year averaged rather more than one million, should fall to an average of about 900,000. Federal government spending is to rise by 6.2 per cent to 171,800m Deutschmarks (about £41,398m), but Bonn's net borrowing requirement is budgeted to fall to DM22,800m from DM25,800m last year.

Even though the number of unemployed rose sharply last month to nearly one and a quarter million, the fall in the budget deficit is a sign that officially the Federal Government believes that the recession is over.

For the first time since 1974 the Government is putting forward a "normal" budget—that is, one which conforms with Article 115 of the "Basic Law", which stipulates that in an emergency the government borrowing exceed the sum of federal investments in any one year.

But to a majority of foreign leaders and a minority of the German population, the country's economic situation is anything but "normal". If Mr Jimmy Carter, the American President, Mr Callaghan, the

The Equal Pay Act came into force at the end of 1975. By the autumn of last year there was mounting dissatisfaction among trade unions and women's organizations about the outcome of complaints to industrial tribunals.

In the first nine months of the year, 112 applications were upheld and 309 dismissed. Uncertain how much to blame the Act and how much the tribunals, critics generally compromised by attacking both. Little attention was paid to the large number of cases settled in the favour of women without a hearing.

At the Trades Union Congress in September tribunals decisions were described as at best "arbitrary and erratic" and too narrow in their interpretation. A motion was passed demanding amendment of the Act.

Not long afterwards, Mr John Grant, Under-Secretary for Employment, said that the Government was ready to consider amending the Act at the appropriate time.

Since the autumn, however, there has been a change in atmosphere, largely due to the judgement of the Employment Appeal Tribunal under Mr Justice Phillips. Out of 13 cases so far heard on appeal only five have been dismissed,

four of which were appeals by employers against a finding of what was done and the similar kinds of skill and knowledge required to do it. That would be wrong.

"The intention, we think, is clearly that the Industrial Tribunal should not be required to undertake too minute an examination or be constrained to find that work is not like work merely because of insubstantial differences."

Claims for equality may be made not only on the grounds that women are doing like work with men but also that they are on a job which, though different, has been given an equal value in a job evaluation exercise.

Some tribunals have ignored job evaluation studies, which they considered unsatisfactory, and used the "like work" test. The Employment Appeals Tribunal takes the view that the Act can only apply to studies which are thorough in analysis and capable of impartial application, but has said that there must be "plain error" if such studies are to be set aside.

Decisions have sometimes upset carefully devised pay structures and at least one tribunal has been criticised for awarding an appeals tribunal award to the Appeal Court.

Another problem, which has cropped up several times, is the "red circle" arrangement, in which men put in a lower grade have continued to receive their previous higher rates more or less temporarily. Job evaluation agreements often provide that no one should be made worse off.

The practical problems of moving to more than sixty foreign countries, therefore, there is preparation for making the most of the new and sometimes compulsory leisure.

The notes for newcomers to Nigeria warn: "If you have to buy new suitcases to come out here, do not buy very expensive ones. They suffer very rough handling on the ship and at the docks and airports."

In Abu Dhabi (no mini-skirts, please) gin and whisky still cost less than here, but "hospital facilities appear to be a major blot" on the local welfare state.

But, still talking of welfare states, by far the most depressing portrait of a country painted by the society's correspondents is that to be found in the "Notes for Newcomers to Great Britain".

The very first sentence says: "There is a nationwide shortage of accommodation in Britain the situation is acute in London."

Food, newcomers are warned, is not cheap and "costs rise daily". There is no clothing that is "particularly cheap", while "cost of heat and light is rising all the time."

On this evidence alone it would seem that the members of the Women's Corona Society will be busy as psychological outcasts to departing British wives for some time to come.

The Corona Ladies in London ran the Tuesday conversation circle for foreign wives, at one of which a Mrs Inusuka from Japan opened with the punctilious courtesy of her race that "the English" were very hard workers, but "sometimes I hear long tea time though".

4 per cent inflation—still not good enough for West Germany

'Bonn, it is argued, is already doing much to stimulate its own and the world's economy and there are sound arguments against trying to do more'

Herr Hans Apel, the West German finance minister: a fear of stifling the recovery.



Organization for Economic Co-operation and Development and the Deutscher Gewerkschaftsbund (the German equivalent of the TUC) have one view in common it is that the German Government is not doing enough to cure unemployment either at home or abroad.

The Government is aware of these views and in its own defence points out that an infrastructure investment programme worth perhaps DM10,000m to DM12,000m for the period up to 1980 is in preparation, although at the same time it admits that this will have a minimal impact on the economy this year.

It is almost as if the Bonn government has girded itself for a rather unpleasant period in which its friends, allies and debtors will try to "clobber" Germany by doing more to stimulate the economy. In response, Bonn is likely to grin and bear the pressure as best it can.

For while the feeling outside Germany may be that Bonn's policy is "unimpressive", the overriding belief within Chancellor Schmidt's government and the Federal Bank is that the reverse is true. Germany, it is argued, is already doing much to stimulate its own and the world's economy and there are sound political and economic arguments against trying to do more.

The most important consideration is that no German government can be seen to compromise with inflation. To do so would be to commit electoral suicide.

When it comes to money, memories tend to be long. Even

those too young to have experienced losing all their savings once or even twice in a lifetime have been brought up with a horror of inflation.

The dread of inflation has bred in the German official mind a suspicion of inflation, I forget how many times in the past few months German officials and bankers—either consciously or unconsciously—have in conversation treated inflation and deflation as being the same thing.

It is probably fair to say that the German Federal Bank and its predecessor, the Bank Deutscher Länder, were largely guided by monetarist principles

Peter Norman

long before the rise to prominence of Professor Milton Friedman. Keynes has always tended to play a secondary role in official West German economic thought.

The German Government did adopt Keynesian methods to combat the effects of the world recession in 1975 and its policy bore fruit in last year's very respectable growth in the economy. But, as the present unemployment figures show, general expansion of demand has brought only partial success in restoring full employment.

The attitude of the German consumer is a good example of the problems of applying principles of economics in real life. At the beginning of 1975 a reform of the income tax and family allowance system came

into force which had the net effect of boosting the overall income of the country's private households by some DM13,000m but instead of strongly stimulating consumption the tax reform brought on a savings boom.

It was only last year that consumer spending revived, but growth was confined largely to new car purchases. The retail trade experienced one of its worst ever years.

This year some DM20,000m, which have been tied up under government premium savings schemes, will be channelled back to the consumer, but so far this flow of cash appears to have had little effect on spending.

In place of stimulation of demand, the government is putting its faith in selective public investment and increased vocational training and retraining.

For the restoration of full employment it believes that there must be a medium-term improvement in the business climate and an increase in industry investment.

Industry holds the key to restoring full employment in Germany. There is general agreement that the cause of the present unemployment is the industrial investment gap of the 1970s.

According to one of the country's leading industrialists, Dr Manfred Lennings, chief executive of the Gutehoffnungshütte group, a real increase of 4 per cent a year in investment from 1970 would have resulted in 400,000 to 500,000 more jobs being available today.

To redress the balance the economics ministry calculated a year ago that investment would have to rise by a real 8 per cent a year to the end of the decade. In this situation the role of economic policy is to provide banking assistance.

But political considerations can impose limitations. A government in which the Social Democrat Party is the major partner cannot be seen to hand out too many gifts to industry. On the other hand, the government has justified its resistance to trade union claims for a DM20,000m investment programme with the claim that it could lead to higher financing costs for industry.

In Bonn there is a real fear that, if investment starts to lift off and government borrowing is not under control, then the subsequent competition for funds on the capital market could push up interest rates and erode the recovery before it has even got under way.

Herr Apel, the finance minister, has said that a 1 per cent rise in interest rates would cost German private business 4,000m marks a year. This is well above the 2,000m to 3,000m marks of new orders the government expects to place this year under its investment programme.

The West German Government would therefore argue that its scope for putting the economy back on its feet is strictly limited.

In one important respect Germany can claim that it has played an important role in helping the world out of recession. While the recovery has been slow, German exports have increased by 26 per cent between 1974 and 1976, while those of the United States rose by only 14 per cent and Japan showed no growth whatever.

The history of West German resistance to the exhortations and advice of other nations in the field of economic policy is almost as long as the history of the country itself and there are many little reasons to believe that the present administration to break with this tradition.

In view of the financial support that the Federal Republic has been able to give to ailing economies like those of Italy and Britain, its stubbornness is probably not a bad thing after all.

Equal pay: bringing the issues into focus

Eric Wigham

Business Diary: '...and a talk on snakes'



As many of the 6,000 plus members of the Women's Corona Society as we could get into one picture: left to right, executive secretary Pamela Robertson, president Barbara Vickers and chairman Margaret Walsh Atkins.

in the annual report of the Ikeja branch in Nigeria. In London the society is busy organizing one-day courses for outward-bound British wives, many of them referred to the society by such bodies as the Professional & Executive Register.

The women do not have to be members to attend the courses, but many subsequently sign up. These days, the chairman, Margaret Walsh Atkins, says: "You can now join if you've never left Wigan or Weymouth, provided you would like to help women coming to this country."

Mrs Walsh Atkins came to the Women's Corona Society in the 1950s through her first husband, the late Lord Runcorn. As Danais Vosper, he was Minister at the Department of Technical Cooperation. This was the precursor of today's Ministry of Overseas Develop-

ment, which provides the society with an office. The chairman says that more and more women on the courses are "commercial", but adds: "It's taken a long time to persuade business that their employees, let alone their wives, need more help than 'Oh, our man on the spot' help when they get out there."

Pamela Robertson, the executive secretary, remembers one girl saying at the end of her day's briefing—only days before departure—'Thank God I can sleep tonight.'

On arrival in a country out-

side Western Europe or North America, Mrs Walsh Atkins says, the unprepared wife may be under greater strain than her husband. The man at least will spend his days in a familiar environment doing a job he knows, but a woman who was a working wife at home will probably find that she is not allowed to work if she is in a developing country.

If at home she was a full-time housewife, abroad she may find she is obliged to employ servants, and many younger women nowadays are ill at ease with other people running the house.

The women who before the war married into the government and the colonial service knew what life would be like, that they would be off to Turkey or Timbuctoo at the drop of a hat and they'd just pack up and go.

Apart from advising wives on

Securicor

CONTINUED PROGRESS

SECURICOR GROUP LTD. SECURITY SERVICES LTD. Results for the 53 weeks ended October 1, 1976			
	1976	1975	1976
GROUP TURNOVER	£1,806	£1,554	£2,000
NET PROFIT BEFORE TAX	2,767	2,095	2,767
Security Division	738	680	250
Finance Division	3,505	2,755	3,017
TAX	2,106	1,550	1,845
NET PROFIT AFTER TAX	1,399	1,205	1,772
Dues to outside shareholders	565	488	2
	834	717	1,770
EARNINGS PER SHARE	8.7p	8.7p	7.8p
Final dividend recommended	0.856p	0.778p	1.133p
Total dividends for year	1.122p	1.020p	1.618p

With advances of 32% in profit and 28% in turnover by the security division, Securicor has more than kept pace with inflation. Major services in the UK and overseas have continued to show substantial growth with an accompanying improvement in profitability. With the help of maintained margins on a larger volume of business, we have been able to improve our net asset position and our liquidity.

PETER SMITH
Chairman

FINANCE FOR INDUSTRY LIMITED

Incorporated in England under the Companies Acts 1948 to 1967 - Registered No. 1142830

copy of this Prospectus, having attached thereto the documents specified below, has been delivered to the Registrar of Companies for registration. Application has been made to the Council of The Stock Exchange for the £50,000,000 14 per cent. Unsecured Loan Stock 1983 ("the Stock") of Finance for Industry Limited ("the Company") now being issued to the public. The application for the Stock will be opened at 10 a.m. on Friday, 11th February 1977 and will be closed at any time thereafter on that day. The Stock will be issued under the terms of Part II of the First Schedule to the Trustee Investments Act 1961. Transfers of the Stock will be registered free of charge. This Prospectus contains particulars given in compliance with the Regulations of the Council of The Stock Exchange for the purpose of giving information to the public with regard to the Company. The Directors collectively and individually accept full responsibility for the accuracy of the information given and confirm, having made all reasonable enquiries, that to the best of their knowledge and belief there are no other facts the omission of which would make any statement herein misleading.

Issue of £50,000,000 14 per cent. Unsecured Loan Stock 1983 of Finance for Industry Limited at £99.50 per centum

payable as follows: On application £10.00 per centum
On 14th March 1977 £30.00 per centum
On 3rd May 1977 £59.50 per centum
£99.50 per centum

Gross redemption yield: £14.12 per cent.

Interest will be paid half-yearly on 20th June and 20th December.

The Stock will be guaranteed as to payment of principal and interest by Industrial and Commercial Finance Corporation Limited ("ICFC") and Finance Corporation for Industry Limited ("FCI"), both wholly owned subsidiaries of the Company.

THE GOVERNOR AND COMPANY OF THE BANK OF ENGLAND are authorised to receive applications for the Stock, the issue of which is authorised by a resolution of a Committee of the Directors of the Company passed on 7th February 1977.

Directors
THE RT. HON. LORD SEBOM, T.D.
(Chairman),
5 Leventide Lodge, Cadogan Place,
London, S.W.1.
LAWRENCE VICTOR DOLMAN TINDALE,
C.B.E., C.A., (Deputy Chairman),
3 Aynard Park Gardens,
Twickenham, Middlesex.
DAVID VALENTINE ATTERTON, Ph.D.,
The Ten House, Old Warwick Road,
Lapworth, Solihull, West Midlands.
SIR HENRY ALEXANDER BENSON,
G.B.E., F.C.A.,
9 Darnley House, 31 Kensington Court,
London, W.8.
THE HON. JOHN DAWSON ECCLES,
Moulton Hall, Richmond, Yorkshire.
SIR ERIC FAULKNER, M.B.E.,
Chart Cottage, Seal Court,
Nr. Sevenoaks, Kent.
HUGH JON FOLDS,
77 Loudon Road, St. John's Wood,
London, N.W.8.
PAUL FRANCIS GLYNN HILDESLEY,
(General Manager),
30 Hyde Park Gardens, London, W.2.
SIR MICHAEL MILNE-WATSON, C.B.E.,
39 Cadogan Place, London, S.W.1.
SIR JOHN PARTRIDGE, K.B.E.,
Flat 601, Camington House, Hatfield Street,
London, W.1.
SIR FRANCIS EDWIN PRESCOTT
SANDILANDS, C.B.E.,
53 Cadogan Square, London, S.W.1.
ROBERT COURTNEY SMITH, C.A.,
North Lodge, Dunstable, Bedfordshire.

Secretaries and Registered Office
BRYAN LEONARD MANN
(Solicitor),
31 Waterloo Road, London, SE1 8XP.

Trustees for the Stockholders
WILLIAMS & GLYNN TRUST
COMPANY LIMITED,
20 Birch Lane, London, EC3P 3DP.

Bankers
BANK OF ENGLAND,
Threadneedle Street, London, EC2R 8AH
and
WILLIAMS & GLYNN'S BANK LIMITED,
67 Lombard Street, London, EC3P 3DL.

Brokers
MULLEN & CO.,
15 Moorgate,
London, EC2R 6AN,
and The Stock Exchange
and
HOARE GOVETT LIMITED
Atlas House, 1 King Street,
London, EC2V 8DU,
and The Stock Exchange.

Auditors and Reporting Accountants
WHINNEY MURRAY & CO.,
Chartered Accountants,
57 Chiswell Street, London, EC1Y 4SY.

Solicitors
To the Company:
SLAUGHTER AND MAY,
35 Smeethall Street, London, EC2V 5DB.

To the Trustee:
INCE & CO.,
Knollys House, 11 Byward Street,
London, EC3R 5EN.

Receiving Bankers
BANK OF ENGLAND
New Issues,
Watling Street, London, EC4M 9AA.

Registrars for the Stock now being issued
BANK OF ENGLAND
New Change,
London, EC4M 9AA.

SHARE CAPITAL of the Company	
Issued	Unissued
£0,000,000	In shares of £1 each

LOAN CAPITAL of the FFI group (as defined in the Accountants' Report)	
Issued and outstanding and now being issued	Unissued

Company	Created £	Issued £
per cent. Guaranteed Unsecured Loan Stock 1979	3,000,000	2,025,000
per cent. Unsecured Loan Stock 1981	75,000,000	75,000,000
per cent. Unsecured Loan Stock 1983 now being issued		77,025,000
		50,000,000
		127,025,000

per cent. Debenture Stock 1980/82	10,000,000
per cent. Debenture Stock 1981/84	10,000,000
per cent. Debenture Stock 1988/90	10,000,000
per cent. 'A' Debenture Stock 1988/92	15,000,000
per cent. 'A' Debenture Stock 1991/94	15,000,000
per cent. 'A' Debenture Stock 1991/94	10,000,000
	70,000,000

Company	Created £	Issued £
per cent. Unsecured Loan Stock 1977	3,500,000	3,157,590
per cent. Unsecured Loan Stock 1979/81	15,000,000	15,000,000
Mortgage Finance Company Limited per cent. Redeemable Debenture Stock 1983/85	2,000,000	
per cent. Redeemable Debenture Stock 1991/93	3,000,000	
on Atlantic Investment Trust Limited per cent. Debenture Stock 1983/88		400,000
		£220,582,590

Other Borrowings and Guarantees	
12th January 1977 the FFI group had other borrowings outstanding as follows:	
Repayable within 5 years	Repayable after 5 years
£	£
Company secured bank loans	44,850,000
— Bank	2,000,000
— Other	187,819,180
FFI group companies	6,998,532
— Secured	3,755,580
— Unsecured	4,618,439
Overdrafts — Secured	1,257,557
— Unsecured	177,986
Loans — Secured	81,000
— Bank	3,500,000
— Other	800,000
	1,000,000

ACCOUNTANTS' REPORT
The following is a copy of a Report received from Whinney Murray & Co. Chartered Accountants, the Auditors and Reporting Accountants:
57 Chiswell Street,
London, EC1Y 4SY,
7th February 1977.

Directors, FINANCE FOR INDUSTRY LIMITED,
100 Waterloo Road,
London, SE1 8XP.

We have examined the consolidated accounts of Finance for Industry Limited (FFI) and its consolidated subsidiaries for the period ended 31st March 1974 and the two years ended 31st March 1975 and 1976 to consolidated accounts of Industrial and Commercial Finance Corporation Limited (ICFC) and its consolidated subsidiaries for the years ended 31st March 1972 and 1973 and the consolidated balance sheet of ICFC and its consolidated subsidiaries at 31st March 1974. We have also examined the consolidated accounts of Finance for Industry Limited (FCI) for the years ended 31st March 1972 and 1973 and the balance sheet of FCI at 31st March 1974 which were audited by other auditors. FFI and its consolidated subsidiaries are hereinafter referred to collectively as "the FFI group" and ICFC and its consolidated subsidiaries are referred to collectively as "the ICFC group".

Statements of profit and the balance sheets hereinafter set out set out on the audited accounts after making such adjustments as appear appropriate. In our opinion these statements and balance sheets, which have been prepared on the historic cost convention, with the notes thereon, give, so far as is practicable in view of the accounting data of some of the industrial subsidiaries, a true and fair view of the results of the FFI group, the ICFC group and FCI for the relevant periods and of the state of affairs of the FFI group, the ICFC group and FCI respectively on the relevant dates.

As acted as auditors of FFI since 1st November 1973, its date of incorporation, of ICFC since its incorporation on 20th July 1945, and for the year ended 31st March 1976.

REPORT AS TO ACCOUNTS OF FFI
As acquired by FFI on 30th November 1973 on a share purchase basis. FFI was acquired on the same date for a cash purchase. The whole of the retained surplus of the ICFC group, net of that attributable to financial associated companies, has been regarded as available for distribution by FFI, while the FFI of FCI are only so regarded as from 30th November 1973. In the period ended 31st March 1974, therefore, the profits of FFI have been brought in for a whole year, while the reserves of ICFC at April 1973 have been treated as the opening reserves of the FFI group.

ACCOUNTING POLICIES
Principal accounting policies adopted by the FFI group for the period of its annual accounts, and previously used by the ICFC and FCI where applicable, are:

Consolidated accounts
The consolidated accounts deal with the state of affairs and results of FFI and its subsidiaries for the period ended 31st March 1974 and the two years ended 31st March 1975 and 1976, and previously of ICFC and its subsidiaries. In respect of each of the two years ended 31st March 1975 and 1976 the results of certain subsidiary companies whose business is of an industrial nature (industrial subsidiaries), which were previously excluded, have been included in the consolidated accounts. The results and assets of the subsidiaries which provide financial and related services (financial subsidiaries) have been included in the consolidated accounts. Having regard to the widely diverse nature of the businesses carried on by the industrial subsidiaries their aggregate results and net assets have been incorporated as a single amount in the consolidated profit statement and consolidated balance sheet respectively; namely the Department of Trade exempted FFI and ICFC, so far as these companies were concerned, from compliance with the provisions of section 150 of the Companies Act 1948 with respect to the submission of group accounts.

At the same date the FFI group had contingent liabilities totalling £16,932,016, including £16,245,026 relating to the guarantee of recourse agreements and loans, and had outstanding acceptances on behalf of customers totalling £37,758.

Included in the figures above for Unsecured Bank Loans of other FFI group companies is an amount of £4,814,439, owing by ICFC to European Investment Bank ("EIB"), under the terms of Finance Contracts dated 18th July 1973 and 28th November 1974. Of this amount, £5,096,857 foreign currencies converted at the rates of exchange ruling on 12th January 1977. These funds have been used for financing projects in Development Areas. Under the terms of Trust Deeds dated 18th July 1973 and 28th November 1974 supplemental to the Finance Contracts referred to above ICFC holds the securities given by customers for such finance in trust for EIB.

Under an Agreement dated 4th August 1976 (Contract 7) below the Company has accepted from The European Coal and Steel Community ("ECSC") an unsecured loan facility not exceeding £10 million in sterling or its equivalent in other currencies which will be available for drawing until 31st December 1978. This facility, the first tranche of which, amounting to £2,785,000 in sterling, has been received by the Company, must be used in lending to small and medium-sized enterprises in the United Kingdom to finance investment projects approved by ECSC designed to establish new or extend existing businesses capable of assuring the productive re-employment of redundant steel workers and coal mines. The amount owing by the Company to ECSC at 12th January 1977 is included in the figure (£3,198,655) for Other Deposits of the Company repayable after 5 years.

Saved as aforesaid and except for intra-group borrowings and guarantees, none of the companies in the FFI group had outstanding at 12th January 1977 any borrowings including bank overdrafts and liabilities under acceptances (other than normal trade bills) or acceptance credits, hire purchase commitments, or (other than in the ordinary course of business) any guarantees or other material contingent liabilities.

HISTORY AND BUSINESS

FINANCE FOR INDUSTRY LIMITED

The Company was incorporated in England on 1st November 1973 as a public company. On 30th November 1973, pursuant to an offer made on 7th November 1973, the Company acquired the whole of the issued share capital of FCI for cash and on the same day it acquired the whole of the issued share capital of ICFC by way of an exchange of shares. The Company now acts as the holding company for ICFC and FCI.

On 12th November 1974, the Bank of England and the London and Scottish Clearing banks, the Company's shareholders, announced that they had made arrangements in co-operation with a range of other financial institutions to expand the Company's capacity to provide, principally through FCI, medium term finance for investment by British industry. The shareholders stated that they would provide £85 million of new share capital as necessary to enable the Company to remain within the borrowing powers under its Articles of Association.

In pursuance of these arrangements, the Company issued, in February 1975, £75,000,000 13 per cent. Unsecured Loan Stock 1981 and, in March 1975, the shareholders subscribed for 25 million new £1 shares in cash at par. In addition, the shareholders agreed (Contract 3) below) to make available to the Company standby facilities currently totalling £400 million. Of these facilities, £300 million is available to support the provision of funds for the Company's medium term variable rate lending and the balance is available to support short term borrowing by the Company necessary to finance the provision of fixed rate facilities to customers pending appropriate arrangements being made for further issues of loan and share capital.

embracing such companies and from the obligations laid down in paragraph 15(4) of Part II of the Eighth Schedule to that Act. Two industrial subsidiaries made up their consolidated accounts to 31st December and one to 31st January. Three other industrial subsidiaries have not been consolidated since the Directors consider the result would be of no real value in view of the insignificant amounts involved.

(b) **Associated companies**
(i) Companies whose business is financial in nature and in which the FFI group has both management involvement and more than 20 per cent. of the equity are treated as financial associated companies (financial associates).

(ii) In respect of each of the two years ended 31st March 1975 and 1976 companies whose business is of an industrial nature and in which the FFI group has both management involvement and more than 20 per cent. of the equity are treated as industrial associated companies (industrial associates). Investments in industrial associates are written down on acquisition to attributable net tangible assets and the attributable post-acquisition reserves or losses are added to or deducted from the book amount of the investment. Any further provisions necessary to write down the investments to estimated realisable value are charged against attributable profits.

(c) **Charter hire of ships, rest of plant and equipment and freehold and leasehold property, depreciation and grants receivable**
Income from leasing transactions is taken to revenue as it accrues. Depreciation is generally calculated on a straight line basis over the period of the charter lease or estimated life of the building, regional and other grants receivable being deducted from cost.

(d) **Plant purchases**
All plant purchases are treated as repayments of capital until they exceed the sum advanced; subsequent instalments received are treated as revenue.

(e) **Provisions and realisations**

(i) **Years ended 31st March 1975 and 1976**
(1) **Provisions against loss arising from doubtful investments**
In respect of investments and financial facilities exceeding £500,000 specific provisions are maintained by a charge against revenue to take account of possible loss. For investments and financial facilities not specifically provided against, a general provision is maintained by an annual charge against revenue of 0.6 per cent. of average investments and financial facilities outstanding during the year. The balance of the provision is carried annually and any material addition required is charged against revenue and any surplus released.

(ii) **Provisions in respect of companies in liquidation or receivership**
In the year ended 31st March 1976 specific provisions have been created in respect of investments in companies in liquidation or receivership by transfer of an amount of £5,395,000 from the general provision.

(iii) **Provisions for diminution in value**
In respect of irredeemable share investments, development sites and property, after taking account of the amounts arrived at under (i), further specific provision is made where necessary to write down to the lower of book amount and estimated realisable value at the year end. In the year ended 31st March 1975 listed equity investments, irredeemable preference shares, development sites and properties were valued in groups to this purpose but for the year to 31st March 1976 investments in these categories have been considered individually. This change has increased the charge against revenue for the year by £4,575,000. Unlisted equity investments continue to be valued as a group.

(iv) **Realisations**
Realised profits are credited to revenue and realised losses are charged against the general provision, except that in the year ended 31st March 1976 realised losses relating to an item in a category against which specific provisions are maintained are also charged to revenue, to the extent that they exceed such specific provisions.

(2) **Years ended 31st March 1972 and 1973 and period ended 31st March 1974: ICFC group**
A general provision was maintained and the charge against revenue consisted of the aggregate of (a) 3 per cent. of the five year average of net new investment in the year ended 31st March 1974 and (b) the reserve of five years; in addition specific provisions were maintained to take account of any diminution in value of industrial subsidiaries.

(3) **Years ended 31st March 1972 and 1973 and period ended 31st March 1974: FCI**
Specific provisions were made, where appropriate, against individual loans.

(f) **Deferred taxation**
Deferred taxation represents mainly the proportion, considered to be applicable to future living periods, of tax relief on capital allowances in respect of plant and equipment leased to customers and ships under charter. As at 31st March 1970 deferred taxation was calculated substantially at 45 per cent., since that date the deferred method has been used.

(g) **Foreign currencies**
Balances in foreign currencies have been converted at the rates ruling at the balance sheet date.

(h) **Industrial subsidiaries**

(i) **Stock and work-in-progress**
These have been valued at cost, estimated cost or net realisable value, whichever is the lower. The general basis of cost is the cost of materials plus direct labour and applicable production overheads based on a normal level of production.

(j) **Depreciation**
Depreciation is generally calculated on a straight line basis over the term of the lease or estimated life of the asset, regional and other grants receivable being deducted from cost.

INDUSTRIAL AND COMMERCIAL FINANCE CORPORATION LIMITED

ICFC was incorporated in England on 20th July 1945 as a private company, and became a public company on 16th March 1959.

ICFC's principal activity is investing, both directly and through subsidiaries, in small and medium-sized industrial and commercial enterprises in the British Isles, by subscribing for or purchasing shares or by making loans. The loans, normally repayable by instalments over periods ranging from 10 to 20 years, are in most cases secured by charges on customers' assets.

ICFC's Head Office is in London, and 18 branch offices are maintained in the British Isles.

At 31st December 1976 the ICFC group (as defined in the Accountants' Report), had investments in 2,156 customers in a wide variety of industries. At that date investments in financial facilities extended to customers, less provisions, amounted to £178,040,423; of this amount no one customer accounted for more than £1,750,000. Commitments in respect of financial facilities offered to customers by the ICFC group and outstanding at 31st December 1976 were £15,687,000.

FINANCE CORPORATION FOR INDUSTRY LIMITED

FCI was incorporated in England on 19th May 1945 as a public company but became a private company on 29th May 1974.

Prior to its acquisition by the Company FCI's lending policy was to restrict its investment to a small number of larger projects for which finance was not readily obtainable from ordinary market sources.

FCI is now the vehicle for the provision of large scale funds to industry. Finance is made available only on a commercially justifiable basis to any company operating in the United Kingdom for the purpose of productive investment in fixed assets in the United Kingdom, for the development of exports and for supporting working capital. While funding of existing bank facilities is not a prime purpose, it is not entirely excluded where it is desirable to improve the financial structure of the company concerned.

The size of each investment is determined by circumstance but the total that FCI will have at risk in any one company is normally limited to £25 million. Investments will normally take the form of fixed or fluctuating interest loans for periods of 10 years or longer. In appropriate circumstances a convertible element may be included.

In the 12 months ended 31st March 1976 gross investment of FCI totalled £116,115,133; at 31st December 1976 FCI had total investments outstanding, less provisions, of £223,782,783 in 37 companies engaged in such diverse industries as aluminium smelting, brewing, chemical manufacture, food, manufacture, general engineering and whisky distilling. Commitments in respect of financial facilities offered to customers by FCI and outstanding at 31st December 1976 were £56,075,000.

OTHER ACTIVITIES

Through its marine subsidiaries the Company provides post-delivery finance for ships built in U.K. shipyards and acquires and owns ships

3. (a) PROFITS OF ICFC GROUP AND FFI GROUP

The profits of the ICFC group for the two years ended 31st March 1972 and 1973 and of the FFI group for the period ended 31st March 1974 and the two years ended 31st March 1975 and 1976, arrived at after making such adjustments to the audited accounts as we consider appropriate, were as shown in the following statement:

	Year: Period ended 31st March		Year: Period ended 31st March		Year: Period ended 31st March	
	1972	1973	1974	1975	1976	1976
	£000	£000	£000	£000	£000	£000
Interest and dividends (note (i))	14,122	14,178	20,288	28,122	45,491	45,491
Profits less losses on realisations	2,645	4,822	4,677	2,247	2,833	2,833
Benefits from leased assets and charter hire	5,851	5,563	7,337	16,708	23,002	23,002
Less: Depreciation	3,820	3,889	4,414	17,332	12,512	12,512
Fees and other income	2,248	3,333	3,578	1,383	2,481	2,481
Less: Provisions (note (ii))	21,047	25,535	37,786	37,241	62,535	62,535
Operating costs and administrative expenses	718	1,645	2,328	19,819	9,093	9,093
Income of Company and financial subsidiaries less provisions	4,858	5,891	8,855	7,541	7,858	7,858
Amendable profits less losses:	4,774	7,336	10,553	28,586	16,741	16,741
Financial associates	18,273	18,288	21,893	10,861	45,794	45,794
Industrial associates	714	1,250	369	176	1,839	1,839
Profits less losses of industrial subsidiaries before interest on borrowings (note (iii))	1,863	2,826	1,863	2,826	2,826	2,826
Profit before interest on borrowings	17,897	15,548	21,452	10,252	9,927	9,927
Interest on secured borrowings (note (iv))	6,538	6,575	7,477	6,355	6,754	6,754
Profit after interest on secured borrowings	10,418	12,747	13,975	3,247	45,173	45,173
Interest on unsecured borrowings (note (v))	4,520	5,688	6,478	10,360	37,701	37,701
Profit (loss) before taxation	5,898	6,806	7,496	(1,803)	7,472	7,472
Taxation, including adjustments in respect of prior years (note (vi))	2,456	2,786	2,738	(2,568)	2,828	2,828
Profit after taxation	3,442	4,120	4,758	(15,023)	4,644	4,644
Profit before extraordinary items	3,281	4,074	4,789	(12,239)	4,288	4,288
Less: Extraordinary items (note (vii))	694	(7,294)	(43)	4,331	498	498
Surplus	2,587	11,368	4,832	(16,770)	3,813	3,813
Less: Profit of FCI from 1st April 1973 to 30th November 1973	1,980	2,240	2,800	128	128	128
Surplus attributable to equity	607	9,128	2,032	(16,898)	3,685	3,685
Dividends	84	19,79	8,39	28,39	5,19	5,19
Rate of dividend per share (note (viii))	4.3p	5.6p	4.6p	10.235p	10.235p	10.235p

Notes:

(i) **Interest and dividends**
In the period ended 31st March 1974 this includes FCI £2,368,000, being income from loans less interest on advances from banks and on an amount paid in advance of calls.

(ii) **Provisions**
In both the period ended 31st March 1974 and the year ended 31st March 1975, having regard to economic conditions, an amount of £1,000,000 was charged against revenue, in addition to the charges calculated as explained under accounting policy (e).

(iii) **Industrial subsidiaries**

Turnover, being value of sales and services

Invested in year excluding intra-group items

Depreciation

chartered to responsible shipowners. The Company's leasing subsidiaries provide plant and equipment leasing facilities, primarily to small and medium-sized companies. Property investment and the provision of finance for property developments, primarily in industrial premises for small and medium-sized companies, is undertaken through other subsidiaries. The FFI group also offers advisory and management consultancy services.

MANAGEMENT AND STAFF

The activities of the Company and its principal subsidiaries are managed on a divisional basis. The group and divisional managers are supported by staff with the wide range of specialised knowledge and qualifications necessary for investigation of potential customers' businesses, and the experience required for assessment and evaluation of applications for finance.

PROFITS AND ASSETS

The consolidated operating profit of the FFI group for the year ended 31st March 1976 before charging interest and tax and before extraordinary items was, as shown in the Accountants' Report, £51,92

3. (b) PROFITS OF FCI

The profits of FCI for the two years ended 31st March 1972 and 1973 were as follows:

	Year ended 31st March	1972	1973
Income from loans, less interest on advances from banks and on amount paid in advance of calls		1,945	2,990
Administrative expenses		59	65
Profit before taxation		1,886	2,925
Corporation tax		755	795
Profit after taxation		1,131	2,130
Dividends		220	147
Addition to retained surplus		911	1,983

Note: In the years ended 31st March 1972 and 1973 no specific provisions were made against individual loans.

4. BALANCE SHEETS AT 31st MARCH 1976

The balance sheets of FFI group, FFI, ICFC group and FCI, based on the audited balance sheets, and after making such adjustments as we consider appropriate, were as follows:

	FFI group 1976	FFI group 1975	ICFC group 1976	ICFC group 1975	FCI 1976	FCI 1975
Investments and financial facilities extended to customers (note (a))	351,477	—	170,105	—	177,439	—
Property and plant at cost (note (b))	36,815	—	13,333	—	—	—
Less: Depreciation	(42,743)	—	(11,632)	—	—	—
Ships under charter at cost	48,272	—	7,988	—	—	—
Less: Depreciation	(3,070)	—	(2,623)	—	—	—
Development sites	14,448	—	—	—	—	—
Financial facilities (note (c))	12,310	—	12,550	—	—	—
Industrial associates (note (d))	7,232	—	12,552	—	—	—
Net assets of industrial subsidiaries (note (e))	11,565	—	12,418	—	—	—
Consolidated subsidiaries (note (f))	—	311,132	—	—	—	—
Current assets						
Balance with banks and money at call and short notice	91,818	83,988	2,823	398	—	—
Other current assets	400	—	400	—	—	—
Customer's liability for acceptances	400	—	400	—	—	—
Tax receivable (note (g))	8,381	807	2,271	2,228	—	—
Interest receivable, dividends and prepayments	9,744	874	4,745	1,947	—	—
Dividends receivable	3,025	—	—	—	—	—
Amount receivable from other subsidiaries	1,171	—	—	—	—	—
Less: Current liabilities other than borrowings	(106,544)	(93,412)	(11,597)	(5,172)	—	—
Acceptances on behalf of customers	400	—	400	—	—	—
Provisions (note (h))	11,138	3,217	2,831	5	—	—
Current liabilities	10,732	3,217	2,831	5	—	—
Amount payable to other subsidiaries	120	120	1,545	1,000	—	—
Proposed dividend	10,775	3,337	4,376	4,005	—	—
Retained Surplus	95,785	88,557	3,405	1,861	—	—
Less: Current liabilities other than borrowings	(106,544)	(93,412)	(11,597)	(5,172)	—	—
Share capital	150,000	150,000	55,000	25,000	—	—
Reserve and fully paid share of £1 each issued shares of £10 each, £1.50 paid (2,500,000 shares)	85,000	85,000	55,000	25,000	—	—
Amount paid in advance of calls	12,830	12,830	—	—	—	—
Share premium	9,711	1,117	7,242	7,254	—	—
Retained surplus (note (i))	107,731	95,147	82,742	16,784	—	—
Deferred taxation	19,813	142	10,736	(503)	—	—
Borrowings repayable (note (j))						
after more than 15 years	35,828	—	55,000	—	—	—
after more than 10 years but within 15 years	12,143	—	11,511	—	—	—
after more than 5 years but within 10 years	10,877	—	8,750	—	—	—
after more than 1 year but within 5 years	81,215	—	14,144	—	—	—
Borrowings repayable within 1 year (note (j))	281,211	138,250	102,671	—	—	—
Total borrowings	317,034	138,250	116,815	—	—	—
Outside shareholders' interests in subsidiaries	2,482	—	1,281	—	—	—
Amount due to holding company	566,394	401,089	215,489	178,720	—	—

Note: (a) Investments and financial facilities extended to customers less provisions

	FFI group 1976	ICFC group 1976	FCI 1976
Debt securities and secured loans	183,253	111,732	75,077
Unsecured loans	112,929	11,485	101,450
Redeemable preference shares	8,045	8,045	—
Irredeemable preference shares	3,046	4,466	25
Equity shares	42,032	38,855	1,523
Less: General provision after tax	(356,205)	(173,395)	(178,075)
	351,477	170,105	177,439

(i) Unlisted equity investments excluding associated companies

	FFI group 1976	ICFC group 1976	FCI 1976
Net book amount	27,763	28,036	1,500
Share of post-acquisition surpluses less losses	15,877	15,951	(187)
Market value	16,736	15,132	48
Less: Depreciation	(2,487)	(21,940)	84

(ii) Tax charges in respect of unrealised profits on exchange of investments have been debited to the cost of these investments. Tax charges in respect of provisions against advances and investments which are not allowable for taxation purposes until the relevant losses are realised have been charged against the provisions.

(b) Property and plant

	FFI group 1976	ICFC group 1976	FCI 1976
Property	22,170	73,845	98,015
Plant	2,487	44,981	47,743
Less: Depreciation	(19,408)	(28,864)	(48,272)
Cost	11,717	28,202	39,919
Accumulated depreciation	(7,891)	(682)	(8,363)
Leased to customers under agreements in use by group	8,461	8,864	—
Freehold	19,408	—	—
Long leasehold	—	—	—
Short leasehold	—	—	—

No property is held within the ICFC group except by industrial subsidiaries (note (c) below).

(c) Financial associates

	FFI group 1976	ICFC group 1976	FCI 1976
Debt securities and secured loans	300	300	—
Unsecured loans	338	338	—
Redeemable preference shares	55	55	—
Equity	9,438	1,028	9,438
Share of post-acquisition surpluses less losses	1,873	778	1,873
Market value	11,311	2,499	11,311

(d) Industrial associates less provisions

	FFI group 1976	ICFC group 1976	FCI 1976
Debt securities and secured loans	1,102	1,102	—
Unsecured loans	806	806	—
Redeemable preference shares	119	119	—
Irredeemable preference shares	49	49	—
Equity	441	6,809	441
Share of post-acquisition surpluses less losses	438	(2,729)	438
Market value	877	6,156	877

(e) Net assets of industrial subsidiaries

	FFI/ICFC group 1976	FFI 1976	ICFC 1976
Property and plant	2,964	7,188	10,152
Cost	242	3,966	4,208
Accumulated depreciation	2,722	3,222	5,944
Freehold	1,809	—	—
Long leasehold	634	—	—
Short leasehold	279	—	—
	2,722	—	—

Current assets

	FFI group 1976	ICFC group 1976	FCI 1976
Debt securities and secured loans	7,808	7,808	—
Unsecured loans	6,085	6,085	—
Redeemable preference shares	693	693	—
Equity	14,586	16,444	—

Current liabilities

	FFI group 1976	ICFC group 1976	FCI 1976
Debt securities and secured loans	6,511	6,511	—
Unsecured loans	871	871	—
Redeemable preference shares	1,788	1,788	—
Equity	8,970	8,970	—
Net current assets	5,616	7,474	—

(f) Share of post-acquisition surpluses less losses

	FFI group 1976	ICFC group 1976	FCI 1976
Share of post-acquisition surpluses less losses	438	(2,729)	438
Market value	877	6,156	877

(g) Net assets of industrial subsidiaries

	FFI/ICFC group 1976	FFI 1976	ICFC 1976
Property and plant	2,964	7,188	10,152
Cost	242	3,966	4,208
Accumulated depreciation	2,722	3,222	5,944
Freehold	1,809	—	—
Long leasehold	634	—	—
Short leasehold	279	—	—
	2,722	—	—

Current assets

	FFI group 1976	ICFC group 1976	FCI 1976
Debt securities and secured loans	7,808	7,808	—
Unsecured loans	6,085	6,085	—
Redeemable preference shares	693	693	—
Equity	14,586	16,444	—

Current liabilities

	FFI group 1976	ICFC group 1976	FCI 1976
Debt securities and secured loans	6,511	6,511	—
Unsecured loans	871	871	—
Redeemable preference shares	1,788	1,788	—
Equity	8,970	8,970	—
Net current assets	5,616	7,474	—

(h) Share of post-acquisition surpluses less losses

	FFI group 1976	ICFC group 1976	FCI 1976
Share of post-acquisition surpluses less losses	438	(2,729)	438
Market value	877	6,156	877

(i) Net assets of industrial subsidiaries

	FFI/ICFC group 1976	FFI 1976	ICFC 1976
Property and plant	2,964	7,188	10,152
Cost	242	3,966	4,208
Accumulated depreciation	2,722	3,222	5,944
Freehold	1,809	—	—
Long leasehold	634	—	—
Short leasehold	279	—	—
	2,722	—	—

(i) Consolidated subsidiaries

	FFI group 1976	ICFC group 1976	FCI 1976
At cost less provisions	73,584	250,089	—
Share advances by FFI	323,643	—	—
Advances to FFI	12,511	—	—
	311,132	—	—

(ii) Advances to some subsidiaries by FFI and ICFC, totalling £20,213,000 and £24,000,000 respectively, have been subordinated in favour of the other creditors of those subsidiaries.

(iii) Shares held in subsidiaries by FFI and ICFC carry uncalled liabilities of £16,900,000 and £150,000 respectively.

(iv) Capital allowances estimated at £3,570,000 are available to reduce the future liability of the FFI group to pay corporation tax, but approximately corresponding transfers will be made to deferred taxation.

(v) Retained surplus

	FFI group 1976	ICFC group 1976	FCI 1976
FFI/ICFC	9,701	7,742	—
Subsidiaries	8,226	6,467	—
Associates	1,117	1,081	—
	19,034	15,290	—

Of the retained surplus of subsidiaries, amounts of £3,487,000 (FFI group) and £2,470,000 (ICFC group) are not regarded as distributable by them.

(i) Borrowings

	FFI group 1976	ICFC group 1976	FCI 1976
By FFI and subsidiaries (other than ICFC)	2,000	—	—
By ICFC	3,000	—	—
Unsecured loan stocks	2,028	—	—
14 per cent. 1978	75,000	—	—
13 per cent. 1981	77,025	—	—

Bank loans

	FFI group 1976	ICFC group 1976	FCI 1976
Repayable by instalments ending after more than 5 years (Secured)	5,775	—	—
Repayable by instalments ending within 5 years (Secured £7,014,500)	53,389	—	—
Repayable within 5 years	62	—	—
Bank overdraft	126	—	—
Other loans	59,361	—	—
Repayable by instalments ending after more than 5 years (Secured)	4,943	—	—
Deposits	19,078	—	—
Repayable in more than 1 year	159,500	—	—
Repayable in not more than 1 year	178,575	—	—
	324,584	—	—

(b) By ICFC

	FFI group 1976	ICFC group 1976	FCI 1976
Debt securities	10,000	—	—
5 per cent. 1980/82	10,000	—	—
10 per cent. 1981/84	10,000	—	—
6 per cent. 1985/90	10,000	—	—
7 per cent. "A" 1989/92	15,000	—	—
7 per cent. "A" 1991/94	15,000	—	—
9 per cent. "A" 1991/94	10,000	—	—
Unsecured loan stocks	5,212	—	—
10 per cent. "C" 1976	3,200	—	—
9 per cent. 1977	15,000	—	—
8 per cent. 1982/87	23,412	—	—
Bank loans	4,462	—	—
Repayable by instalments ending after more than 5 years	10,300	—	—
Repayable in more than 1 year	4,008	—	—
Repayable in not more than 1 year	14,308	—	—
	112,174	—	—
	438,888	—	—

(c) Standby facilities

The shareholders of FFI have made available two standby facilities as follows: Facility A amounted to £100,000,000 at 31st March 1976, was increased to £200,000,000 on 1st April 1976 and was further increased to £300,000,000 on 1st October 1976. Its purpose is to support FFI's medium term variable rate lending. At 31st March 1976 no amounts had been drawn under this facility but medium term variable rate loans to customers of £43,522,000 were outstanding, financed by market borrowings supported by the standby facility. Facility B amounts to £100,000,000 and its purpose is to support short term borrowing by FFI necessary to finance the provision of fixed rate facilities to customers pending appropriate arrangements being made for raising medium or long term loans or share capital. At 31st March 1976 no amounts had been drawn down but after taking account of market borrowings covered by Facility A and deposits there remained borrowings of £41,059,000 maturing in less than one year which were supported by this facility.

(d) Other information

The debt securities issued by floating charges, ICFC and FCI have jointly and severally guaranteed the payment of the principal and interest on the unsecured loan stocks issued by FFI, totalling £77,025,000 at 31st March 1976. All borrowings are repayable at par. ICFC and FCI have jointly and severally guaranteed the payment of the principal and interest on the unsecured loan stocks issued by FFI, totalling £77,025,000 at 31st March 1976. The £15,000,000 7 per cent. "A" 1991/94 and the £10,000,000 9 per cent. "A" 1991/94 of ICFC (the 7 per cent. and 9 per cent. "A" stocks) are secured *par passu* by floating charges, in favour of Prudential Assurance Company Limited as Trustee, ranking subject to and next after those securities of FFI and ICFC, being the whole of the issued share capital of FFI and ICFC, and the £10,000,000 10 per cent. "A" 1989/92 of FFI (the 10 per cent. "A" stock) are secured *par passu* by floating charges, in favour of Prudential Assurance Company Limited as Trustee, ranking subject to and next after those securities of FFI and ICFC, being the whole of the issued share capital of FFI and ICFC, and the £10,000,000 10 per cent. "A" 1989/92 of FFI (the 10 per cent. "A" stock) are secured *par passu* by floating charges, in favour of Prudential Assurance Company Limited as Trustee, ranking subject to and next after those securities of FFI and ICFC, being the whole of the issued share capital of FFI and ICFC, and the £10,000,000 10 per cent. "A" 1989/92 of FFI (the 10 per cent. "A" stock) are secured *par passu* by floating charges, in favour of Prudential Assurance Company Limited as Trustee, ranking subject to and next after those securities of FFI and ICFC, being the whole of the issued share capital of FFI and ICFC, and the £10,000,000 10 per cent. "A" 1989/92 of FFI (the 10 per cent. "A" stock) are secured *par passu* by floating charges, in favour of Prudential Assurance Company Limited as Trustee, ranking subject to and next after those securities of FFI and ICFC, being

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MARRIAGES

JAMES WOOD, On Feb. 5, 1977, at St. Paul's, London, the Rev. Canon J. H. Wood, M.A., officiating, the marriage of Miss Jane Wood, daughter of Mr. and Mrs. J. H. Wood, Middlesex, to Mr. J. H. Wood, Middlesex, was celebrated.

DEATHS

AUDLEY, JUNE, On Feb. 7, 1977, at her home, 11, St. Paul's, London, the wife of Mr. J. H. Wood, Middlesex, died at the age of 78. Buried at St. Paul's, London, on Feb. 9, 1977.

BEWICK, JOHN, On Feb. 7, 1977, at his home, 11, St. Paul's, London, the husband of Mrs. J. H. Wood, Middlesex, died at the age of 78. Buried at St. Paul's, London, on Feb. 9, 1977.

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SAVE THE CHILDREN

appeals for Legacies to support its world-wide work for desperately needy children.

PLEASE REMEMBER

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Charitable legacies up to £100,000 are exempt from Capital Transfer Tax.

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167 Clapham Road, London S.W. 0PT.

CANCER RESEARCH

In our long struggle to understand the causes of cancer, we have made great progress.

CANCER RESEARCH CAMPAIGN

In the largest single campaign in the U.K. of research into all types of cancer.

ENTHORPE, MR. GOODMANHAM

Does anybody remember and care? Those interested in forming a new Association please write to:

"FIRE ALARM"

at Mr. Maltby's Theatre, Haymarket, London, on Feb. 11, 1977.

WILL ALL MEMBERS

of The National House Owners' and Tenants' Association, please write to:

MR. H. R. BARBOR

Playwright and Business Manager who died in 1933, copyright one on a matter of copyright.

HAMISH HAMILTON LTD

90 Great Russell Street, London WC1.

16-YEAR-OLD public school boy

would like to join family or party at home on Feb. 25-26, 1977.

WANTED - person interested in

left and drive. See Motors Wanted.

YOUNG CHINESE Bridge School

REWARD: £100.00. See Services. Accommodation available in London. No travel.

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Grades and classes. See Services. Accommodation available in London. No travel.

BOOTS THE CHEMIST

Have you seen the Boots The Chemist? See Services. Accommodation available in London. No travel.

MALE AUCTIONEER

See Services. Accommodation available in London. No travel.

BE A GOOD NEIGHBOUR

See Services. Accommodation available in London. No travel.

LOVER OF MUSIC? See Services

See Services. Accommodation available in London. No travel.

PERSONAL OFFICER for Hotel

See Services. Accommodation available in London. No travel.

WANTED - 1st July and August

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